DOCUMENT RESUME

ED 024 409 LI 001 082

The Harvard University Library, 1966-1976. Report of a Planning Study Submitted to the President of the University by the Director of the University Library and the University Librarian.

Harvard Univ., Cambridge, Mass. Library.

Pub Date May 66

Note-90p.

EDRS Price MF-$0.50 HC-$4.60

Descriptors-Automation, Facility Expansion, Financial Support, *Library Collections, Library Cooperation, Library Expenditures, *Library Facilities, Library Materials, *Library Planning, Library Services, *Library Surveys, *University Libraries

The decade 1966-1976 and its implications for the Harvard University Library are the subject of this report. The problems examined include library collection policies, the impact of computers and other technical innovations on the Library's operations and services, availability of additional resources and possible savings through interlibrary cooperation, and questions of personnel, space, and finance. One major conclusion of the report is that an annex to Widener should be constructed. A second conclusion is that by 1975/76 an additional $2,100,000 per year over the 1964/65 budget will be needed to purchase library materials, as well as an additional $6,800,000 for other library expenditures. Appendix A provides tables and charts describing various aspects of the Harvard Library's operations by years from 1953/54 with extrapolations to 1975/76. Appendix B gives statements on individual units of the Library. (CC)

LI 001082

ERIC/CLIS
NOV 20 '68
UNIVERSITY OF MINNESOTA

ED0 24409

THE HARVARD UNIVERSITY LIBRARY
1966–1976

Report of a Planning Study
Submitted to the President of the University
by the
Director of the University Library
and the
University Librarian

May 1966

HARVARD UNIVERSITY LIBRARY
CAMBRIDGE, MASSACHUSETTS

LI001082

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

THE HARVARD UNIVERSITY LIBRARY

1966—1976

Report of a Planning Study

Submitted to the President of the University

by the

Director of the University Library

and the

University Librarian

May 1966

Harvard University Library
Cambridge, Massachusetts

CONTENTS

Introduction 1

I. The Collections 3

II. Computers, Cooperation, and the Library's Work 11

III. Personnel 17

IV. Space 20

V. Finances 28

VI. The Harvard University Library in 1976 33

VII. Conclusions 36

Appendix A - Tables and Charts 38

Appendix B - Statements on Individual Units of the Library 61

The Harvard University Library: 1966 - 1976

Introduction

The Harvard University Library is the oldest library in the United States and the largest university library in the world; its age and size, however, are unimportant distinctions compared to the quality and the international scope of its collections, which benefit scholarship everywhere. It is at the heart of Harvard's greatness, sustaining teaching and research in ever changing and broadening fields. Administratively, the Library is a confederation of nearly a hundred libraries in which budgetary authority is divided among the faculties and research institutions throughout the University. Bibliographically, it is tied together by a Union Catalogue and a variety of written and unwritten agreements on collecting policies. Coordination at the professional level is centered in the Office of the Director and the University Librarian. An organism as important and as complex as this needs to be surveyed as a whole from time to time in order to determine where it is going and how it proposes to achieve the objectives which regulate its growth. Otherwise, problems may sometimes build up into crises and emergencies which might have been prevented had forethought been exercised.

This report is an effort to take stock of the University Library and to look ahead for approximately a decade. The uncertainties are enormous; any plans or predictions made in 1966 will have to be revised more than once before 1976. But this does not mean that it is not worth while to make them. While a general view has been attempted, the emphasis is upon the major problems that will have to be surmounted. Little will be said, for example, of the House Libraries and the Lamont Library, because these collections, supplemented by undergraduate services to be provided in the new Science Center Library, do not promise to raise any special difficulties during the next decade.

If the projections developed in this report are valid, the Library collections will pass the 10 million mark by 1976 (Table D), and the total University Library budget will exceed 14½ million dollars in that year (Table A). These are formidable figures, but, if past experience is at all a useful guide, they represent a realistic projection of operating trends. Inherent in these projections is a host of issues -- the nature of our collection policies, the impact of computers and other technical innovations on the Library's operations and services, availability of additional resources and possible savings through interlibrary cooperation, and questions of personnel, of space, and of finance. This report is addressed to these problems seriatim and concludes with recommendations for action which needs to be initiated in this decade.

The text is supplemented by two appendices. The first contains a series of tables and charts recording past and projected expenditures and relating the Library to the clientele it serves. The second appendix consists of a series of brief statements which undertake to identify problems and needs of individual units of the Library which are not part of the central collections housed in Widener, Houghton, Lamont, and Fogg.

I. The Collections

Research collections long outlast individuals and they inevitably outgrow, if they do not always outlast, the buildings that house them. Likewise, they are usually a product of many years of sustained effort; it takes much longer to assemble great collections than to construct a library building or to recruit a staff to man it. Its collections, above all else, make the Harvard University Library outstanding, and it is natural to begin any examination of the Library by considering these most enduring elements of its strength.

Indeed, our inheritance of collections is so great that we may sometimes be tempted to relax and, in a sense, to live on accumulated capital. We can scarcely avoid competing with other institutions for personnel, and we cannot fail to envy them the best of their new buildings; but our collections are superior in many fields, and it would take others some years to catch up even if we were to slow down to a more complacent pace. Yet the dangers of such a course are manifest. Great collections that are not maintained rapidly lose their usefulness, and libraries which fail to respond to the needs of their scholarly communities cease to contribute to the advancement of learning. We know that our predecessors rejected this alternative; if they had not, the Library would be much weaker; we know that, if the next generation of Harvard scholars is to be as well supplied with research materials as is the present generation, it is our responsibility to build for the future by seeking to anticipate research needs.

During the past eighteen months a series of meetings with representatives of various departments of the Faculty of Arts and Sciences has been held as one means of forecasting needs and identifying opportunities as well as more clearly defining selection policies. Librarians and library committees throughout the University have considered these same questions in preparing the statements on individual Harvard libraries that form the source materials for much of this report.

As a result it seems evident that the Library ought to collect systematically in a number of fields that have been relatively neglected. Microfilm files of newspapers are an example, and here, fortunately, the Warren Bequest has now made it possible to start acquiring carefully selected American papers. The magnitude of costs may be suggested by the fact that expenditure of $25,000 per annum for ten years will bring to the Library only those American papers that were given a top priority by members of the Faculty who were consulted. A world-wide program for acquisition of film copies of newspaper files would obviously have to be highly selective and should be planned in close cooperation with other research libraries; even so, it would be very expensive.

The need for strengthening our collections of government documents was made evident at a number of the resources meetings, and here too, thanks to the new Ford Foundation grant for international studies, progress is being made. Maps have been relatively neglected for many years except for a large acquisition in 1951 of maps of the Renaissance period; a comprehensive survey of needs was made for the Library three years ago by R. A. Skelton of the British Museum, but funds available thus far have enabled us to do little toward carrying out his recommendations, though these were warmly seconded by a number of faculty members. There is a mounting demand that we intensify our acquisition of pamphlets, reports, and other types of ephemeral publications; it used to be that these were collected for the benefit of future historians in so far as they were collected at all, but now they are urgently required for research on current political and economic problems, which occupies more and more members of the Faculties.

Personal archives -- the papers of individuals prominent in public affairs, arts and letters, the sciences, business, education, law, theology, and other fields -- constitute a vast area of collecting in which Harvard ought to have a more active program than is possible with funds now available. Archival materials of great research value have been acquired during the past thirty years, particularly in literature, but the meetings on resources have shown that the needs of Harvard scholarship in a variety of subjects will require a considerably broader program, though acquisition should continue to be highly selective. It is no longer realistic to expect that many desirable archives, even those of distinguished Harvard graduates, will be offered by gift; intense competition by libraries throughout the country is rapidly raising the market value of such collections. Costs of organizing these materials for use, as well as costs of storage and service, are also substantial. As in the case of rare books, it would seem reasonable to rely for acquisition of archival collections upon funds given specifically for the purpose, rather than to suggest that unrestricted funds be made available.

Other "non-book" materials demand increasing attention. Photographic collections need to be expanded to support research in the fine arts, and audio-visual materials on film and tape are now source materials for research in many fields. We are already facing the problem of acquiring and storing computer tapes, and considering whether or not a cooperative national plan for handling such tapes would be practicable.

As the Library is called upon to collect more and more records in forms other than the traditional printed book, it is also called upon to extend its collecting beyond the traditional geographical areas to nearly all parts of the earth. The world of Harvard scholarship, once centered upon Western Europe and the United States, has steadily expanded. Thanks to the foresight of Archibald Cary Coolidge, the Library was well prepared for the rise of Slavic scholarship. The Harvard-Yenching Library provided a strong foundation for research on the Far East, though its primarily classical collections need to be strengthened as increasing attention is given to contemporary studies. For Latin America there is considerable strength, but not enough to support the program in this area toward which the University now appears to be moving. For Africa and for South and Southeast Asia there is considerably less; it is already evident that Harvard's research activities in the developmental problems of these regions are rapidly expanding, and the library part of the Ford grant for international studies is being used to respond to these emerging interests. In projecting expenditures for the next ten years it has seemed only realistic to anticipate the development of research collections on these regions.

An appraisal of needs should also take account of those units of the University Library that have been least adequately supported during recent years, notably Design, Education, Industrial Relations, and the Peabody Museum. Acquisition programs in these libraries need to be strengthened in order both to support research that is primarily dependent upon them and to provide materials needed by scholars in many closely related subjects.

It has been suggested that many existing collections need to be strengthened, that new types of material must be acquired in growing quantities, and that vast areas of the world must be covered more intensively than heretofore. What can be said of the costs? During the year 1964/65, the expenditures of the Harvard University Library for books and other library materials totalled $1,210,000, well behind the University of Texas which spent $3,781,000, and slightly behind UCLA, which spent $1,220,000. The rank order of university libraries with the highest annual rate of expenditures for books was as follows:

1.	University of Texas	$3,781,000
2.	UCLA	1,220,000
3.	Harvard	1,210,000
4.	UC - Berkeley	1,152,000
5.	University of Illinois	1,081,000
6.	Columbia	982,000
7.	University of Indiana	925,000
8.	University of Wisconsin	889,000
9.	University of Michigan	811,000
10.	Stanford University	744,000

Efforts to project acquisition costs a decade or more hence are fraught with more than the usual hazards, since allowance must be made, not only for collecting efforts in new fields, but also for rising prices and for the increased production of books and periodicals in established areas of collection. The production of books and periodicals has increased steadily for years, and there seems no reason to suppose that it will not continue to do so. It can be conservatively estimated that in 1976, on the average, the Library will have to acquire one-third more books and periodicals in each of its present fields of collecting in order to maintain no more than its present level of coverage. Prices of books and periodicals have also been rising during recent years at a considerably steeper pace than prices in general; at this rate by 1976 it will cost fifty per cent more to acquire the same number of volumes that were acquired this year. Some librarians now estimate that ten per cent must be added to book funds each year just to maintain a given level of collecting, and it is by no means unreasonable to suppose that collecting on the scale maintained in 1964/65 will cost twice as much ten years hence. In making our projection for 1975/76, we have sought to allow for three factors: (1) expanded programs of acquisition in areas which reflect new faculty interests and new research and instructional needs; (2) a one-third increase in purchases in established fields of collection to maintain the same level of coverage of the expanded production of materials anticipated in 1976; and (3) a fifty per cent increase in the unit cost of books and periodicals by 1976. If allowance is made for these factors, it is our best estimate that by 1976 acquisitions for the University Library will cost approximately $3,300,000 per year. (Table G in Appendix A incorporates the data on which this projection is based.)

The collections have been described above as enduring elements of the Library's strength, but it has become distressingly evident that they are less durable than used to be supposed. During the past century most books have been printed on paper that is rapidly deteriorating. Harvard librarians have helped to prepare a national plan for dealing with this problem; this envisages a federally supported program for coordinating preservation efforts, to preserve, in the original if possible, one copy of each work deposited by research libraries, and to disseminate microfilm and full-size copies. There are thousands of deteriorated volumes -- many of them already segregated in our poor-paper collections -- that need not be kept here once there is a national agency to assure their preservation and to supply copies on demand. Unfortunately there are also many thousands more that are presently in demand and must be repaired, deacidified (when practicable methods have been perfected), or reproduced. Indeed, more and more books and periodical files are being reprinted commercially, and a substantial proportion of these have to be purchased to replace our disintegrating copies. Consequently our estimate of needs for binding and preservation by 1976 (Table J) includes $100,000 for the central collections and $100,000 for other units of the Library to meet annual costs of a preservation program in addition to normal binding expenditures.

It should be emphasized that all estimates of Harvard's collecting needs take account of cooperative programs and plans for library specialization. The Farmington Plan, under which sixty American research libraries have divided up responsibilities for intensive collecting, has made it possible for Harvard to be more selective in many fields than would have seemed desirable if there had been no assurance that another library was comprehensively covering foreign publications in these fields.

We subscribe to the project for filming current foreign newspapers that is operated by the Center for Research Libraries. This organization, until recently known as the Midwest Inter-Library Center, is rapidly becoming a national rather than a regional cooperative enterprise, and we anticipate increasingly active participation. Continuing efforts are also made to avoid needless duplication of the M.I.T., the Boston Public Library, the American Antiquarian Society, and other research collections in the Boston area.

II. Computers, Cooperation, and the Library's Work

In thinking about the future of the Library, we have necessarily had to give careful attention to the effect of computers and other technical innovations on the performance of various library functions. There are some who assert that computers and new techniques of electronic transmission of texts will shortly render existing libraries obsolete or at least enable them to reduce the extent of their holdings. As William S. Dix, the Princeton Librarian, recently wrote in his 1965 annual report, "It is easy to envision the world's store of books reduced to a quite small bulk by micro-reduction, controlled by a computer-stored catalogue which will give instant access to whatever is wanted by a scholar through a much greater depth of subject analysis than is now available, transmitting to him instantly from the central store either an image of the printed text on a screen or a full-sized paper copy." But as Dix and others have pointed out, the problems of constructing and installing such a system have still to be resolved, and the costs at this stage appear prohibitive unless very heavy government subsidies are made available. The best advice that we have been able to obtain makes it appear thoroughly unrealistic to expect that electronic transmission of texts will become so inexpensive during the next decade that we shall be able to draw instantly upon the resources of distant libraries and thus significantly curtail our expenditures for books. In planning the development of the library, the only reasonable assumption at present appears to be that nothing will replace books and journals during the next ten years as the backbone of research collections, though books and journals will undoubtedly be supplemented by an ever-increasing number of tapes, microreproductions, and other materials for research.

When it comes to technological innovation and cooperative projects that may vitally affect cataloguing and other library operations and services, we can be more sanguine, and the problem, in any attempt at ten-year forecasts, is to draw a line between reasonable expectations and those hopes that probably will have to wait more than a decade for their fulfillment. It seems desirable to examine the major divisions of the Library's work and to consider what important changes in each can be anticipated within ten years.

Selection, it is evident, must become more rigorous rather than less so as the output of printed books increases, as the scope of collecting is extended, and as it becomes necessary to consider more and more "non-book" material. Recent meetings with the Faculty have confirmed our belief that a good job is being done in subjects for which the Library has selection specialists on its staff, but that additional specialists are needed. Neither cooperative efforts nor machines can be expected to take over the work of selecting what is added to our collections or what is removed, but machine products, such as the published Widener shelflists that have already begun to appear, promise to be useful tools for the selector.

The acquisition of ephemera and of publications of underdeveloped countries is much more difficult than the acquisition of books and journals issued by publishers in countries with a well-organized book trade and good current bibliographies. Cooperation with other libraries will help, and it can be hoped that the federal Public Law 480 program, which now brings us current publications of Israel and the United Arab Republic, will be extended. Still, it must be expected that ten years hence Harvard will still have much to do for itself; a vigorous exchange program will still be needed, as well as occasional buying expeditions by members of the staff and assistance from members of the Faculties who travel abroad.

In the area of order records, serial receipts and claims, payment of bills, and handling of accounts, the computer ought to make substantial contributions before the end of the decade. Services can be improved if mechanization makes these processes quicker and more effective, and some increase in the productivity of clerical personnel can also be anticipated.

Cataloguing accounts for a larger segment of the staff than any other function and here, fortunately, the prospects seem brightest for a major break-through within ten years. With the mechanization and publication of portions of the Widener shelflist, the computer has made its first tangible contributions to cataloguing in Harvard's central collections; these are useful to scholars as well as to members of the staff engaged in selection, classification, weeding, and maintenance of the stacks, and they have provided valuable experience in the mechanical manipulation of bibliographical data. It should be recognized, however, that this has been a means of improving the shelflist and various library services deriving from it, rather than a means of reducing costs of shelflisting.

Better tools will be provided for Harvard cataloguers by mechanization projects here, but it appears that hopes for major reductions in the costs of cataloguing depend upon the use of computers in a cooperative or centralized cataloguing system. The Library of Congress has been printing catalogue cards since the beginning of the century, and there have been a number of cooperative cataloguing projects. For public libraries, chiefly concerned with current American publications, the benefits have been substantial, but much less has been done for foreign publications, and most foreign-language cataloguing that is done by the Library of Congress becomes available too tardily to be useful to Harvard. Now, at last, funds are being provided to enable the Library of Congress to expand and speed up its foreign acquisitions, and it is about to start the experimental distribution, to Harvard and a few other major libraries, of catalogue information in machine-readable form.

We are eager to do all we can to push forward with this, but the pace of development obviously depends on Congressional legislation and appropriations as well as on the Library of Congress and other institutions. Indeed, it would be unwise to develop automated cataloguing procedures here that might prove to be incompatible with those that will be adopted nationally and, ultimately, internationally.

We depend very largely on other organizations for the indexing and abstracting of serial publications; the prospect is that we soon may be able to depend on a national center for cataloguing many of our books, and that mechanization will enable this center to provide subject analysis in greater depth and to analyze parts of books to a considerably greater extent than individual libraries have been able to do. If we contribute cataloguing data to a national pool, we may expect to be cataloguing fewer books ourselves but to be dealing with more specialized materials and providing more information on their content than is now practicable. In the long run, the gains for scholarship resulting from improved bibliographical control may well be more significant than savings in costs of cataloguing.

The first major benefits of bibliographical mechanization seem likely to come in medicine, where the National Library of Medicine is providing strong leadership, and in some of the other sciences. In the social sciences and humanities, scholars working on contemporary problems will probably be the first to benefit; data on new publications will be fed into computers before libraries go back and attempt to deal with vast retrospective collections.

While the next decade cannot be expected to bring mechanical analysis or storage of the texts of books on a practicable scale, it ought to bring great advances in the storage and manipulation of bibliographical data. Mechanization of the National Union Catalog is a major objective. Reference librarians obviously will need to be familiar with the capabilities of available machines and skilled in communicating with them; already members of the Countway staff are going to Washington for training in retrieval of information from the computer tapes that will be supplied by the National Library of Medicine when Countway becomes a regional search center of the Medical Literature Analysis and Retrieval System (MEDLARS).

The coming decade will not produce a bibliographical utopia; it will not transform the Library's services unrecognizably, but it will bring solid improvements. The punched-card circulation system that has operated successfully in Widener since 1963 will be further perfected and similar systems will probably have been installed in several other major units of the Library. Card catalogues will not yet for the most part have been replaced by computer memories and console displays, but they will be supplemented by an increasing number of computer products, including accessions lists and shelflist printouts produced at Harvard as well as national bibliographical services for many subjects. More information will be available and instantly available on holdings throughout the Harvard system as well as on holdings of other research libraries throughout the country. It should be possible to supply "made to order" bibliographies of recent publications at least in some subjects. Instant copying machines will no doubt continue to proliferate, and it should be cheaper and even more convenient than at present to obtain copies of journal articles and parts of books.

Many of these developments will benefit new and relatively weak libraries even more than they benefit Harvard. If ours is still to be a better library than any other for many scholars, it must maintain both the quality and the accessibility of its collections. This will not be easy as more and more books become too rare or fragile to remain in the stacks and as more and more of the total content is made up of films, archival collections, tapes, and other records that cannot be shelved in stacks where the scholar works and browses. Neither will it be easy to maintain a balance between a degree of decentralization that promotes accessibility and a fragmentation of collections that will cripple interdisciplinary research. Technology can help to make the library a finer instrument of scholarship than it has ever been, but it would be disastrous to let bright prospects in this direction blind us to the need for continued building of the collections, recruitment of a strong staff, and provision of adequate space.

III. Personnel

The Library would be able to look ahead much less confidently if the decade just past had not been above all a decade of advance on the personnel front. This is not to suggest that the collections were neglected during this period, but they were already outstanding. There were improvements in services also, and solid foundations have been laid for an automation program; likewise there were achievements in building, most notably the Countway Library of Medicine. But the Library's personnel program, a major weakness ten years ago, is now sound and strong.

The personnel program of 1958 recognized the place of professional librarians in the academic community by providing for their appointment as officers of administration, and instituted a regular system for reappraisal of individuals up to the point at which they qualify for appointment without limit of time. Ten years ago the salary scale lagged far behind the scales in many other university libraries and was at least 15% below the average; today, while by no means the highest in the country, it is above the average and no longer handicaps us seriously in attempting to attract personnel of the high quality that we need. Much has been done also to coordinate personnel activities throughout the University Library, and the outlying units of the system rely to an increasing extent on assistance provided by the central office in Widener. Under the internship program, the Harvard Library is now doing its share--a substantial share, as befits the country's largest university library--to recruit promising young men and women to the profession of librarianship, and this experiment can only be characterized as highly successful whether appraised on an altruistic or a selfish basis. We are now considering the possibility of supplementing the internship program at the "middle management" level by a plan for bringing to Harvard a few experienced librarians for advanced work in subject fields and in administration. This would not be undertaken without adequate support from a foundation or from the government.

The advances that have been described above came none too soon; the competition for good librarians is intense and the national shortage seems sure to continue for years to come. Hence, though Harvard's scale has now caught up with others and need hereafter increase only about as much as the rest, it would seem imprudent to predict that it will rise more slowly during the next ten years than during the past ten. Moreover, in considering the total expenditure for salaries and wages, it must be kept in mind that more than half this sum is paid to clerical employees, whose wage rates are determined very largely by the local labor market. Automation, moreover, may be expected to require some upgrading of this group; the library will have, for example, to replace some typists by keypunchers and operators of computer-linked keyboards.

The effect of automation and other developments of the next decade on the professional staff is not easy to predict. We can anticipate an increased need for librarians with specialized subject and language training; it can be noted that at present many of our most effective staff groups are those in special subject units of the system and in area divisions--Hebrew, Middle Eastern, and Slavic--of the central collection. Interdisciplinary projects such as population studies or the program in technology and society need help from reference librarians familiar with resources in specific fields throughout the library system. Effective use of certain types of material such as government documents and archival collections also depends on assistance of library specialists.

Machines are most successful in performing clerical tasks and hence tend to replace clerical rather than professional personnel. However, our hopes for progress with the help of machines in cooperative projects, particularly in shared or centralized cataloguing, have led us to predict that the staff need not be increased during the next decade by as large a percentage as is predicted for acquisition of books and other research materials.

As Table H in Appendix A indicates, we project a growth in the number of full-time employees of the University Library from 602 in 1964/65 to 800 in 1975/76, while over the same period the professional contingent in the Library staff is expected to increase from 190 to 260. This would represent a substantially lower rate of increase than in the preceding eleven-year period; we assume that substantial savings can be expected from automation and cooperative library projects (e.g. cataloguing) in which the Harvard Library will be involved. Table I in Appendix A undertakes to project expenditures for salaries and wages for the year 1975/76. As this table indicates, these expenditures increased from $1,111,000 in 1953/54 to $3,383,000 in 1964/65. If it be assumed that the average salary will continue to increase over the next decade at the same rate at which it increased over the preceding eleven years, this would yield a total expenditure of $8,252,000 for salaries and wages in 1975/76. Whether salaries and wages will continue to increase at this pace obviously depends on broader developments in the economy. In making our projections for the next decade we can find no sound reasons for departing from a rate of increase which prevailed over the 26 years between 1939 and 1965.

IV. Space

As a university grows and demands on its library system intensify, there is a continuing need for more space -- space to house the collections, space to provide working quarters for the staff, space for faculty members' studies, space for graduate students' stalls, and space for other readers. Professor Buck at the conclusion of his term of office as Director reported that there had never been a time during his administration when construction involving library space was not in progress, and this work has provided new quarters or substantial additions for fifteen units of the Library during the past decade. Yet today nearly every research unit in the system can foresee a need for more space within ten years, and several, including Widener, are seriously overcrowded already.

Construction now under way will double the space available for the Chemistry Library. In several cases plans for the space that is needed have already been made -- the second stage of its building program will provide for the Andover-Harvard Library, there are plans for the addition needed by the Music Library, and Peabody, it appears, may obtain the required space by moving to the second floor of the building in which it is housed. The new International Studies Building will take care of the Center for International Affairs and its developmental studies collection. Library quarters are being planned as part of the building program for the School of Design, and the School of Education is now raising money to build its library.

Elsewhere various alternatives are being explored. At the Business School there are proposals for establishing an Institute for the Study of Business History adjacent to Baker Library, which might take over personal archives and other manuscripts, corporation records, and other historical materials; it is also possible that space will be provided by removing from Baker the non-library activities it now houses. At Harvard-Yenching some expansion will be provided when the Mathematics and Statistics Departments vacate their present space, and it may be practicable to add a floor to the building. The Law Library hopes to share space in construction that will also be needed by the Law School for other purposes. For Public Administration, where renovation of existing space is the major problem, lighting and air-conditioning of the present quarters may be the solution. The Physics Research Library expects to move soon. The other science collections will gain a certain amount of space when undergraduate services can be taken over by the Science Center Library and when much retrospective material in the physical sciences can be consolidated there. There are also proposals for a Life Sciences Center which would provide for similar consolidation of collections in the biological sciences.

In grappling with the problem of the central collections, we have come increasingly to the view that a major annex to Widener must soon be constructed if the needs of the next generation of the Harvard scholarly community are to be met adequately. Before reaching this conclusion, we have tried to discover other practical alternatives, but, as will be explained in the following paragraphs, there appears to be none.

When Mr. Metcalf came to Harvard in 1937 the Widener building was full. His solution was construction of the Houghton Library for rare books and manuscripts, the Lamont Library for undergraduate services, and the New England Deposit Library for storage of infrequently used books, plus further decentralization, which has involved the removal from Widener of several subject collections including Music and Fine Arts. We have not quite reached the end of this road. Construction of the new library of the School of Education should make it possible to remove some 60,000 volumes on education from the Widener stack, and nearly 100,000 books and periodicals may be transferred to the Science Center, though both of these moves will be strongly opposed by some members of the Faculty of Arts and Sciences. A few smaller transfers are also planned, and there will be continued weeding of duplicates and transfer to storage of books that are infrequently used. All this, however, will provide for the removal of only approximately 235,000 volumes during a decade that is expected to bring 870,000 additions to the Widener collection, leaving a net increase of 635,000. Removal of the University Archives might be considered, but this would make up only a fraction of the space deficit, and the Archives clearly ought to be housed in an annex in fairly close proximity to the History collections if they leave the central building.

One might, of course, propose that a massive portion--one third or one half--of the central collections be retired to storage. It is our judgment that this would very seriously hamper research; if a backward step of this sort should have to be considered seriously, one might also wish to appraise what would be lost if the stacks were to be closed and the collections shelved in fixed locations by size, a procedure that would greatly increase the number of volumes that could be stored in the space now available.

It should be emphasized, however, that storage on any scale would not solve the total problem because the shortage of space for readers and library staff is at least as critical as the shortage of space for books. Librarians sometimes give the impression that the space problem results primarily from growth of the collections. This is understandable because they are acutely aware of shelving problems as stacks become overcrowded and thousands of volumes must be moved repeatedly in order to make use of every remaining inch of space; readers who are crowded out make much less trouble--the student who cannot find a seat will go away, and the younger member of the faculty who cannot obtain a study, aware that many of his elders are on the waiting list, reluctantly accepts a situation for which there seems to be no remedy.

It is wasteful to maintain a great research collection without providing satisfactory facilities for the staff which maintains it and the scholars who use it. Crowded staff quarters result in inefficiency, and, so far as scholars are concerned, there is no substitute for stalls and studies in the stacks. The demand for individual accommodations can be expected to grow as consoles, keyboards, tapes, and tape recorders become essential tools of scholarship in an era of automation. The physical security of the collections will require that an increasing number of books be restricted to use in the Library building, which also entails more space for readers. Moreover, the population for whom stalls and studies ought to be provided has been increasing more rapidly than the book collections. During the fifty years since Widener was built, the number of volumes in the central collections has increased by 160% (from 1,054,000 to 2,744,000), but the number of members of the Faculty of Arts and Sciences has increased by 255% (from 177 to 629) and the number of students in the Graduate School of Arts and Sciences by 319% (from 624 to 2,617). During the past ten years, similarly, the increase in scholars has been greater than the increase in collections. A count of professors and students in subjects for which Widener has the major research collections indicates a faculty increase of 44% and a student increase of 48% during this decade in which the number of volumes in the central collections has increased only 20%. It appears that the increase will continue, perhaps at an accelerated rate, because estimates obtained by the Graduate School from individual Widener-based departments indicate that they expect their graduate enrollments to increase by an average of more than 57% during the coming decade. (Tables E and F give statistics on growth of the faculty and student body.)

Hence, while the collections have been strengthened and while improved facilities in Lamont and the House Libraries have been provided for undergraduates, accommodations for professors and graduate students in Widener are becoming less and less adequate. There were studies and stalls for all who needed them when Widener opened in 1915, but the building as it now stands will be able to provide studies and individual stalls for only a fraction of those who need them--perhaps for only one man in four-- by 1976. We like to emphasize the fact that our great research collections help to attract outstanding scholars to Harvard; obviously it is not sensible to bear the great expense of maintaining such collections yet not to provide suitable physical facilities for their use. The student or professor who comes to Harvard because of its books ought to be given satisfactory space for work in the building where they are shelved. The number of scholars who need stalls or studies in the Widener stack would not be reduced if hundreds of thousands of volumes were removed to storage. Their number would obviously be reduced, however, if major subject collections were removed and placed in an adjoining building containing stalls and studies for the scholars who would move with them.

At the present time Widener houses the basic research collections of the University in the humanities, history, and the social sciences. In approximate terms one can say that, aside from general works and a few collections too small to affect calculations for this purpose, one-third of the Widener collections is classified as History, one-third in the Economics, Government, and Sociology classes that are very closely related to History, and nearly one-third as Language and Literature.

If the central collections as now constituted are to be kept together, and their interrelationships are such as to reinforce the case for close proximity, the most desirable arrangement for the future would appear to be a large annex to Widener, connected with it if possible by both underground stacks and bridges. There are obvious problems in making a site available in any direction, but all the possibilities ought to be carefully examined. It should be recognized also that, if Widener is to continue to house a large portion of the Library's collections and readers for years to come, air-conditioning ought to be provided; the effect of satisfactory levels of humidity and temperature on scholars may be debatable, but their effect on the life expectancy of paper has been demonstrated and measured in the laboratory.

Construction to provide for the central collections need not, of course, be conceived as a single unit or project, but anything that is done ought to be part of a plan designed to provide for more than the decade immediately ahead. In 1937 a plan was devised that has carried the Library through the middle third of the century; it is now essential that we look ahead at least twenty years. The Houghton Library needs space for readers, staff, and collections almost as urgently as Widener, and obviously should be included in such plans. It will not be easy for Widener to get through the next few years, even if relief by transfers to the proposed Education and Science Center libraries is possible as soon as we hope. Temporary removal of the University Archives to other quarters may have to be considered, and the possibility of construction in the light courts ought to be kept in mind, but this clearly ought to be undertaken only if it proves to be a practicable segment of a longer-range plan.

Pressure for space during recent years has largely dictated decisions on deployment of the collections; any proposal for removing a subject from Widener has seemed almost irresistably attractive, and any suggestion for extending the scope of its research fields has seemed almost unthinkable. While it is obvious that space must always be an important consideration, and while we believe that the Library's general policy of decentralization will continue to be sound, this policy should not be an inflexible one that disregards the general welfare of scholarship at Harvard. If, for example, there should be convincing evidence that research would benefit substantially from a return of collections now housed elsewhere to the vicinity of Widener, it should not have to be dismissed out of hand.

Widener, with its stack level beneath Lamont, now provides approximately 318,000 square feet. We believe that plans should be made as soon as possible for an additional 200,000. This is not the place for a discussion of alternative sites and construction plans; obviously careful study by the University Planning Office, architects, and librarians will be required, but planning should not be delayed.

As has already been emphasized, the years immediately ahead will be difficult in Widener, where the stacks are already filled beyond the level at which efficient operation is possible. The most significant costs of needless delay--though less evident than difficulties of Library Operation--are those that must be borne by students and faculty.

V. Finances

In estimating the Library's needs for space, as in projecting its costs of operation for the next decade, it has seemed to us that it would be wrong not to face the facts as squarely as possible. The University wants a library that can serve it at least as well in 1976 and thereafter as in the past. We have tried to determine and to describe how the Library can succeed in doing this, and to make honest estimates of the costs. So many uncertainties are involved that these estimates may well prove to be as wide of the mark as some previous estimates have been. Perhaps trends in prices, the output of research materials, salaries, and other costs will be far different during the coming decade from those of the past ten years, but we have found no basis for predicting the direction that such divergences will take.

Consequently, while the accompanying tables and charts show the best estimates we can make as well as the figures that would result from simple projections on the basis of the percentage of increase since 1953/54, most of these estimates do not differ sharply from the projections. The rate at which expenditures have increased during the past eleven years has been high, and the figures to be expected for 1976 may well seem alarming. To be sure, the comparisons shown by Charts B and C indicate that total expenditures of the University and of the Faculty of Arts and Sciences have been increasing even more rapidly than those of the Library. While we think these comparisons have some significance, they certainly are not intended to imply that the Library is in some way entitled to any constant percentage; we fully realize also that a substantial portion of the increase in both University and Faculty expenditures reflects government contract receipts and other special sources of income of which only very restricted portions, if any, can be devoted to the Library. The following table represents our estimate of the probable level of Library expenditures for 1975/76:

SURVEY ESTIMATES FOR 1975/76

	Central Collections	Other Units	University Library
Library Materials	$1,697,000	$1,630,000	$3,327,000
Salaries & Wages	4,100,000	4,152,000	8,252,000
Binding & Preservation	442,000	337,000	779,000
Building Charges*	1,200,000		1,200,000
Other Expenditures	585,000	513,000	1,098,000
Total	8,024,000	6,632,000	14,656,000

---

* Building charges included for Central Collections only

It should be compared with the table below which sums up the expenditures levels of 1964/65:

	Central Collections	Other Units	University Library
Library Materials	$ 628,000	$ 582,000	$1,210,000
Salaries & Wages	1,643,000	1,740,000	3,383,000
Binding & Preservation	114,000	109,000	223,000
Building Charges*	402,000		402,000
Other Expenditures	320,000	190,000	510,000
Total	3,107,000	2,621,000	5,728,000

(Figures for earlier years also are given in Table A.)

---

* Building charges included for Central Collections only

As a comparison of these two tables reveals, our projections for 1975/76 indicate a probable increase of $2,100,000 in annual expenditures for library materials and an increase of $6,800,000 in annual expenditures for all other library purposes. These figures, moreover, exclude the costs of new library structures, such as the Education Library, the library portions of the Science Center, the International Affairs building, the School of Design and other projects for renovation and expansion of existing library facilities. They make no provision for additional space needed by the Houghton Library, or for an annex to Widener, which, if constructed on a scale adequate to meet the needs of the next decades, will have to provide in the neighborhood of 200,000 sq.

If all these needs are taken into account, it is obvious that the Library will have to intensify its fund-raising activities in the next decade. Where will the money come from? The Library will no doubt continue to depend heavily upon the generosity of its friends for both contributions to its endowment and gifts for current use. In the College Library specifically it must be noted that, while endowment income has risen, it has not kept pace with rising expenditures, and a constantly growing percentage of income has had to come from the Faculty of Arts and Sciences. Up to this point the central collections have had to rely almost entirely on the income of book funds and current gifts to support their acquisitions program for research collections. It is hoped that th reconstitution of the Friends of the Harvard College Library will help to increase current income for this purpose. But, unless substantial additional book endowment funds are raised, we see no alternative to drawing on unrestricted funds for book purchases during the next decade.

To the best of our knowledge, no other university library in the country attempts to support its acquisition program from endowment funds and gifts alone. We are naturally reluctant to recommend an abandonment of Harvard's traditional policy, but we find ourselves driven in that direction as we watch the purchasing power of our book funds dwindle, and new endowment money fails to keep pace. As we have already indicated, we continue to recommend that Houghton acquisitions as well as costs incurred in connection with the collection of personal archives be supported entirely from restricted funds and special gifts.

Foundations may be expected to continue and to increase their assistance, but it must be emphasized that grants for a limited term of years entail commitments in collection-building that must later be supported from other funds. Up to this point foundations have been reluctant to make grants to increase the Library's endowment. Fortunately, at least one major foundation is now engaged in re-examining this policy, and there is at least some ground for hope that foundation practices will change.

The best reason, however, for some optimism regarding the Library's financial prospects is that the next ten years can reasonably be expected to bring substantial federal funds for its support. We can feel sure that there will be further appropriations for automation and for improvement of centralized cataloguing at the Library of Congress; if this were not so, as has been explained, our estimates of salary expenditures for the Harvard Library would have had to be higher than they are. Federal support for a national center to preserve and disseminate works written or printed on deteriorating paper is also a prime objective of the nation's research libraries. In direct federal assistance for non-federal libraries, public libraries have thus far been the prime beneficiaries. Grants to be provided under the Higher Education Act of 1965 will chiefly aid the relatively new and weak academic libraries, but at least a precedent has been established, and a comprehensive program of federal aid for libraries is being developed more rapidly than would have seemed likely a few years ago. It should be added that help will probably be available for some of Harvard's specialized collections, notably Medicine and Education, before it is for the central collections, but that Andover-Harvard's prospects are relatively very dim because of the church-state issue.

Arthur Page once described the commitment to keep the Harvard Library great as a burden that the University should gladly continue to bear. Now, when the federal government recognizes that it must do far more than ever before to develop our national resources of education and research, the time has come to add that some of that burden must be shared with the nation. But while federal support will help, it cannot be relied on alone to insure the pre-eminence of the Harvard Library. We shall have to work very hard to obtain the large resources necessary to maintain the distinction which we have achieved.

VI. The Harvard University Library in 1976

What will the Harvard University Library look like a decade hence? What improvements can we foresee if the plans and recommendations contained in this report are adopted? First, we can look forward to stronger collections which will be responsive to the needs of a dynamic intellectual community. With the help of the Warren bequest we are already embarked on a program of strengthening our American collections, notably of newspapers on microfilm, of documents, and of the history of American education, law, and religion. A decade hence our holdings in this field should be truly impressive. With the assistance of the Ford International Studies grant we are building up our collection of foreign and international documents and laying the foundations for growing strength in our Latin American, African, and South and Southeast Asian holdings. These efforts will continue over the next decade and will be supplemented by a basic collection of books and materials on problems of economic, social, and political development in the new International Affairs building. If resources are available, we propose to improve our neglected map collection, to collect more intensively ephemera needed for current research, and to add to our personal archive collections on a selective basis. We expect to concentrate effort on strengthening our special libraries where deficiencies are apparent -- e.g. design, education, industrial relations, Peabody, the history of science, and our science collections generally. We count on developing a more aggressive program for the preservation of physically deteriorating materials, while working with other research libraries on a national scale.

Second, we look forward to computer-based technology to help us provide much improved services over the next decade. Well before the end of the decade it should be possible to mechanize most of the routine processes of the Library's operations -- e.g. acquisitions, serial receipts, and accounts -- as well as to improve our present mechanized circulation system and computerized shelflist. We should be in a position to supply much improved bibliographic services for library users. Printed shelflists should be available for the whole of the central collections, and cataloguing will be done in greater depth without corresponding increases in costs, since much of the work will be initiated by the Library of Congress and shared with other libraries. With the help of computers, improved storage, control, and manipulation of bibliographical information can be anticipated, and we should have better information on the holdings of other libraries and more rapid and convenient access to their collections. Especially rapid progress can be anticipated in medicine and the natural sciences, where experiments in information retrieval are most advanced. As a response to these changes, the library staff will be making its adjustments to the computer age. Some members of the clerical staff will be putting information into computers, and specialists in communicating with machines will be translating the scholars' questions into language to which the computer is prepared to respond. As libraries become more complex, there will also have to be an increasing number of subject specialists to give expert reference assistance as well as to help in building up the Library's collections in the areas of their particular competence.

Finally, there is the new construction that will be required during the next decade to house the additional 2½ million volumes that will be added to the Library's collections and to provide studies for professors, stalls for graduate students, reading rooms for undergraduates, and working space for staff. Some major needs of the Library can be met by additions to the Business School, Law, Divinity, and Harvard-Yenching structures, by enlarged space for the Physics, Geology, and Peabody libraries, and by new buildings such as the Science Center, the International Affairs Center, the School of Design, the Education Library, and possibly a Life Sciences library. In the central collections, the situation at Lamont and Fine Arts is satisfactory, but the Houghton Library is rapidly running out of space, and the greatest unresolved problem of all is how to provide room for the Widener collection and those who use it. There is already a deficit to be made up, and we ought to look ahead at least twenty years rather than only to 1976; consequently the question is how to add some 200,000 sq. ft. to the 318,000 now contained in Widener and its Lamont stack level. Here we face a problem where time is rapidly running out.

VII. Conclusions

What conclusions emerge from this study?

First, it appears to us that we have no alternative except to press the case for constructing an annex to Widener. Such an annex, which would have to provide in the neighborhood of 200,000 sq. ft., evidently would require a large fund-raising effort, though we hope that a portion of the money needed would be available as a grant from the federal government. We propose, if you approve, to consult with the Planning Office on the question of site, development of architectural plans, and estimates of cost.

Second, we face the prospect that expenditures will reach a level by 1975/76, which, when compared with the budget of 1964/65, will require an additional $2,100,000 per annum for purchases of library materials and an additional $6,800,000 for all other library purposes. These are formidable sums, and we see no clear road ahead which will guarantee that such support can be mobilized. We shall, of course, seek to obtain capital and term grants from foundations and federal aid as it becomes available. We shall seek to enlarge our programs of annual giving. It is difficult to visualize new endowment money for the Library flowing in on a scale that will take care of more than a small part of the additional expenditures anticipated by 1975/76. Yet it seems to us essential that every effort be made to increase the endowment funds of the Library during the next decade in order to minimize the drain on the unrestricted funds of the University.

As this study has emphasized, the price of greatness comes high, and large expenditures will be necessary in order to maintain the quality of the Harvard collections. Unless we find the resources to meet them, our position could easily erode over the next decades to a point where the Library ceased to provide the outstanding facilities for research which have contributed so importantly to the achievements and distinction of the Harvard academic community. We should like to do everything in our power to prevent this from happening.

APPENDIX A

Tables and Charts

A Expenditures for All Purposes: Harvard University Library and Central Collections

B Total University Library Expenditures Compared with Five Percent of Total University Expenditures

C Total Expenditures of Central Collections Compared with Ten Percent of Total Faculty of Arts and Sciences Expenditures

D Number of Volumes in the Library

E Undergraduates, Graduate Students, and Officers

F Members of the Faculty of Arts and Sciences and Students in the Graduate School of Arts and Sciences

G Expenditures for Library Materials

H Employees of the Harvard University Library

I Expenditures for Salaries and Wages

J Expenditures for Binding & Preservation, Building Operation & Maintenance, and Other Purposes

Table A

Expenditures for All Purposes
Harvard University Library and Central Collections

	Central Collections	All Other Units	Total University Library
1953/54	$1,245,000	$851,000*	$2,096,000*
1954/55	1,335,000		
1955/56	1,453,000		
1956/57	1,456,000		
1957/58	1,628,000		
1958/59	1,901,000		
1959/60	1,988,000		
1960/61	2,133,000		
1961/62	2,233,000		
1962/63	2,615,000		
1963/64	2,931,000		
1964/65	3,107,000	2,621,000*	5,728,000*
Eleven-year increase factor	2.496	3.08	2.733
Projection to 1975/76 based on increase factor 1953/54 to 1964/65	$7,755,000	$8,072,680*	$15,655,000[a] or $15,828,000[b]
Projection to 1975/76 based on survey of needs[c]	$8,024,000	$6,632,000*	$14,656,000*

---

* Building charges included for central collections only.

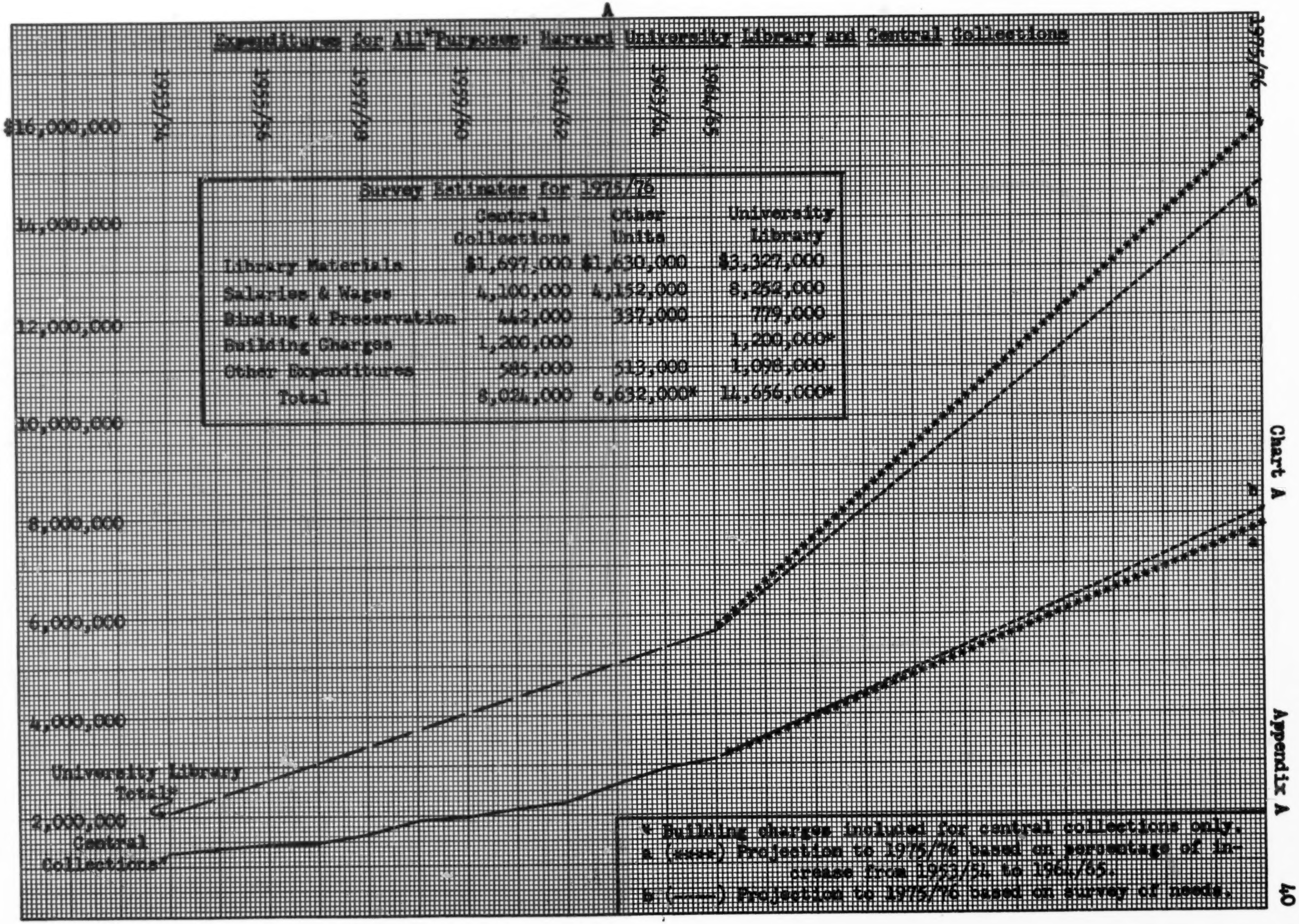
[a] Projection of total.

[b] Projections for central collections and all other units added.

[c] Based on estimates detailed in subsequent tables.

Chart A

Expenditures for All* Purposes: Harvard University Library and Central Collections



Survey Estimates for 1975/76

	Central Collections	Other Units	University Library
Library Materials	$1,697,000	$1,630,000	$3,327,000
Salaries & Wages	4,100,000	4,152,000	8,252,000
Binding & Preservation	442,000	337,000	779,000
Building Charges	1,200,000		1,200,000*
Other Expenditures	585,000	513,000	1,098,000
Total	8,024,000	6,632,000*	14,656,000*

* Building charges included for central collections only.

a (xxxx) Projection to 1975/76 based on percentage of increase from 1953/54 to 1964/65.

b (——) Projection to 1975/76 based on survey of needs.

Table B

Total University Library Expenditures Compared with Five Percent of Total University Expenditures

	Total University Expenditures	Five Percent of Total University Expenditures	Total University Library Expenditures
1953/54	$39,057,411	$1,953,000	$2,096,000*
1954/55	41,770,617	2,088,500	
1955/56	44,799,352	2,240,000	
1956/57	50,060,833	2,503,000	
1957/58	57,642,474	2,882,000	
1958/59	65,827,979	3,291,000	
1959/60	72,818,443	3,641,000	
1960/61	81,032,559	4,052,000	
1961/62	88,521,932	4,426,000	
1962/63	99,390,444	4,970,000	
1963/64	110,018,888	5,501,000	
1964/65	118,935,566	5,947,000	5,728,000*
Eleven-year increase factor ..	3.045	3.045	2.733
Projection to 1975/76 based on increase factor from 1953/54 to 1964/65	$362,159,000	$18,108,000	$15,655,000*
Projection to 1975/76 based on survey of needs[a]			$14,656,000*

---

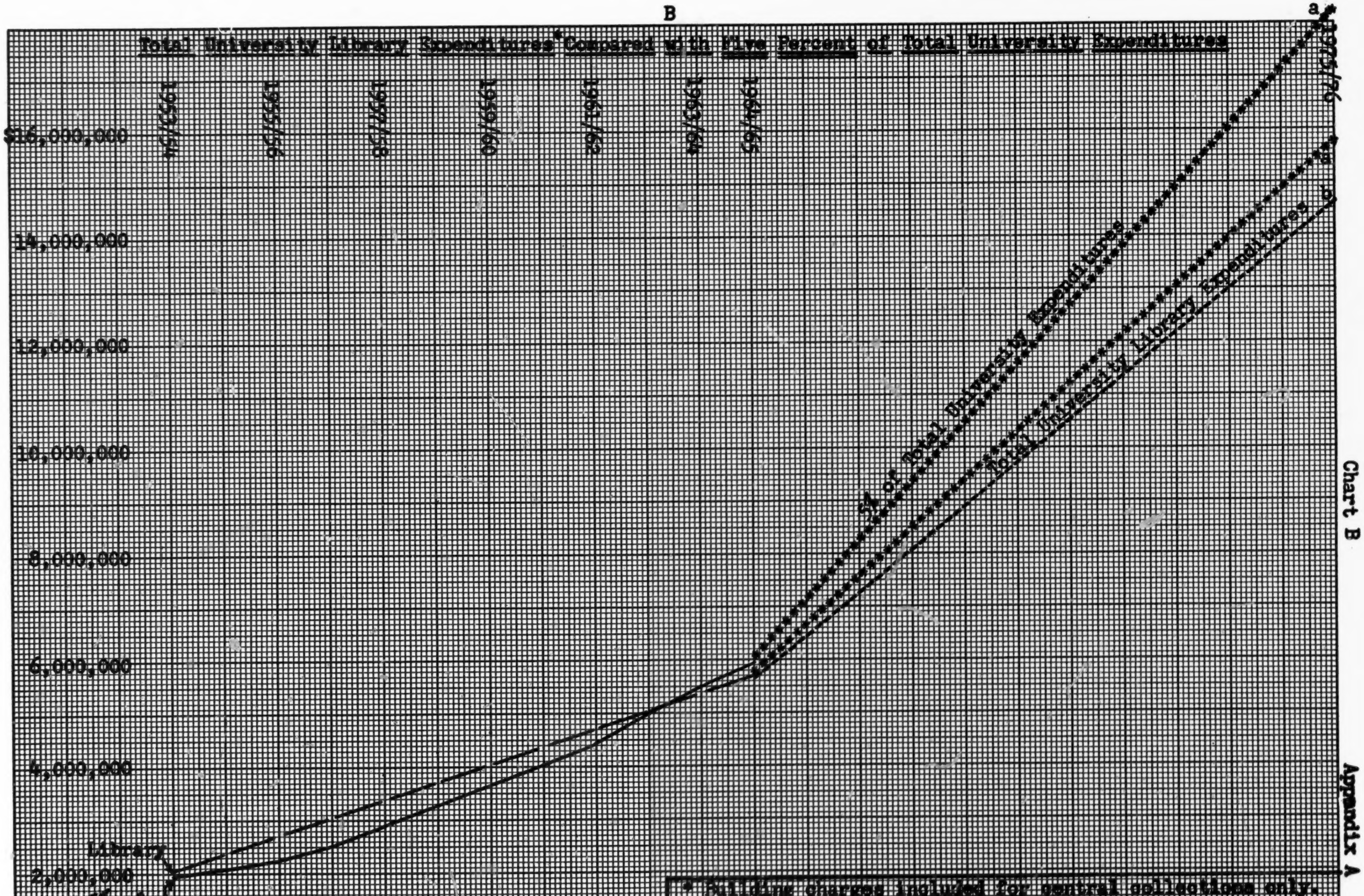
* Building charges included for central collections only.

[a] Based on estimates detailed in subsequent tables.

Chart B

Appendix A

B



Total University Library Expenditures* Compared with Five Percent of Total University Expenditures

* Building charges included for central collections only.

Table C

Total Expenditures of Central Collections
Compared with
Ten Percent of Total Faculty of Arts and Sciences Expenditures

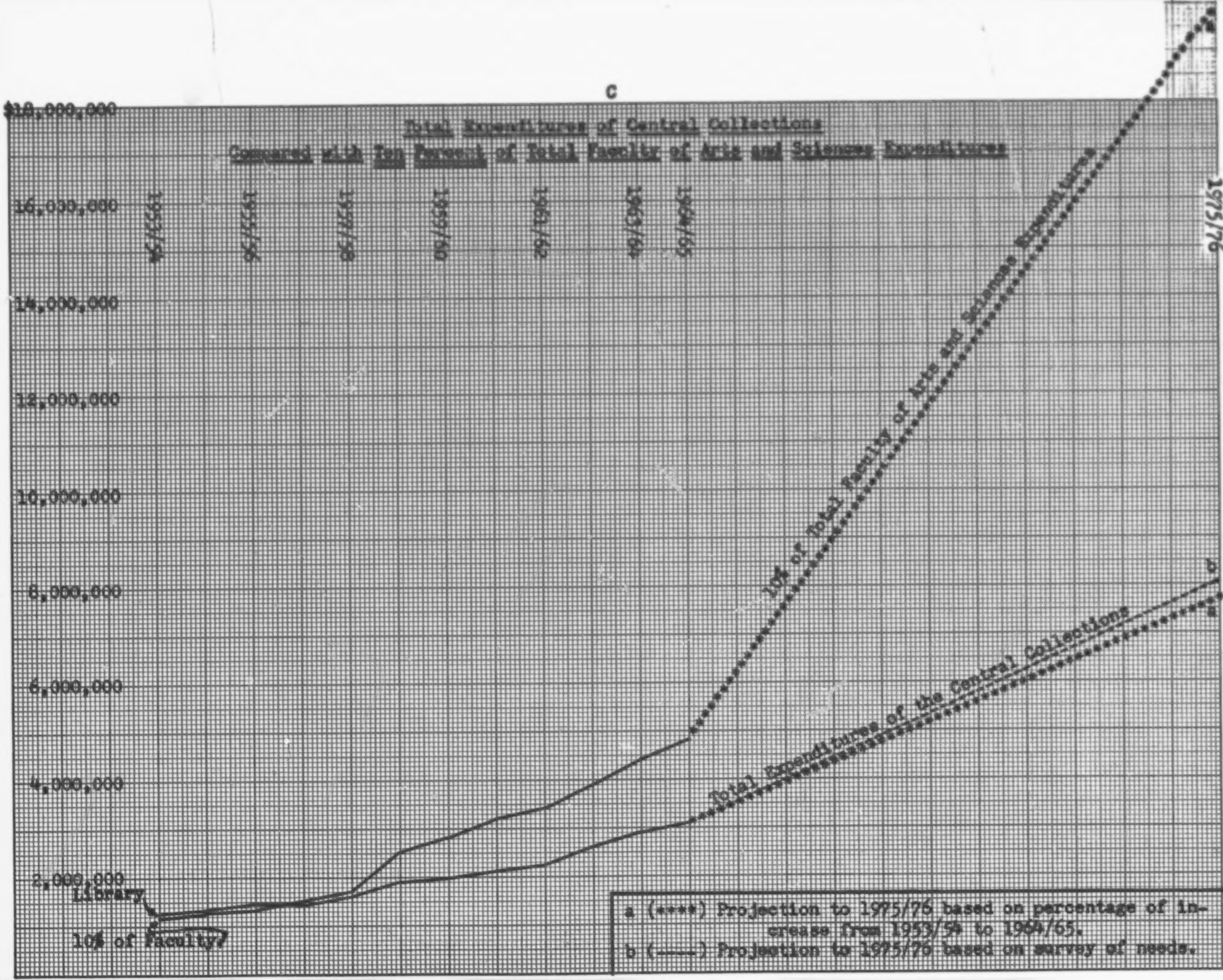
	Total Faculty of Arts and Sciences Expenditures	Ten Percent of Total Faculty of Arts and Sciences Expenditures	Total Expenditures of Central Collections
1953/54	$11,869,749	$1,187,000	$1,245,000
1954/55	12,657,704	1,266,000	1,335,000
1955/56	13,214,598	1,321,000	1,453,000
1956/57	15,258,743	1,526,000	1,456,000
1957/58	17,038,689	1,704,000	1,628,000
1958/59	25,194,396	2,519,000	1,901,000
1959/60	28,248,950	2,825,000	1,988,000
1960/61	32,009,891	3,201,000	2,133,000
1961/62	34,235,982	3,424,000	2,233,000
1962/63	39,040,056	3,904,000	2,615,000
1963/64	44,314,362	4,431,000	2,931,000
1964/65	48,442,185	4,844,000	3,107,000
Eleven-year increase factor	4.081	4.081	2.496
Projection to 1975/76 based on increase factor from 1953/54 to 1964/65	$197,692,000	$19,769,000	$7,755,000
Projection to 1975/76 based on survey of needs*			$8,024,000

---

* Based on estimates detailed in subsequent tables.

C

Total Expenditures of Central Collections
Compared with Ten Percent of Total Faculty of Arts and Sciences Expenditures



a (****) Projection to 1975/76 based on percentage of increase from 1953/54 to 1964/65.
b (----) Projection to 1975/76 based on survey of needs.

Table D

Number of Volumes in the Library

	Widener	Central Collections	Total University Library
1954	2,021,102	2,281,834	5,832,912
1955	2,044,642	2,309,300	5,955,766
1956	2,075,417	2,345,160	6,085,761
1957	2,074,634	2,353,054	6,225,447
1958	2,018,179	2,303,533	6,350,227
1959	2,064,172	2,355,894	6,492,124
1960	2,107,733	2,410,476	6,697,111
1961	2,153,262	2,464,690	6,848,635
1962	2,201,794	2,519,577	6,931,293
1963	2,246,107	2,614,782	7,073,689
1964	2,250,467	2,692,019	7,245,321
1965	2,297,544	2,744,451	7,445,072
Eleven-year increase factor	1.137	1.203	1.276
Projection to 1975/76 based on increase factor 1953/54 to 1964/65	2,612,300	3,302,000	9,500,000
Projection to 1975/76 based on survey	2,933,000[a]	3,557,000[b]	10,150,000[c]

---

[a] Widener additions estimated at 870,000 (based on year-by-year computation, assuming that sum recommended is made available over this period and that prices increase at steady pace) less 235,000 removed (i.e., 50,000 weeded; 89,000 in Agriculture, Astronomy, and Education transferred to units outside the central collections; and 96,000 in Science transferred to Science Center).

[b] Widener net additions estimated at 635,000 (as in Note a), Houghton 42,000, Fine Arts 40,000, Lamont 0, Science Center 96,000 (from Widener).

[c] Central collections computed as explained above, 22 major research collections estimated on basis of individual reports, and increase for all other units based on their increase factor for the past eleven years.

Chart D

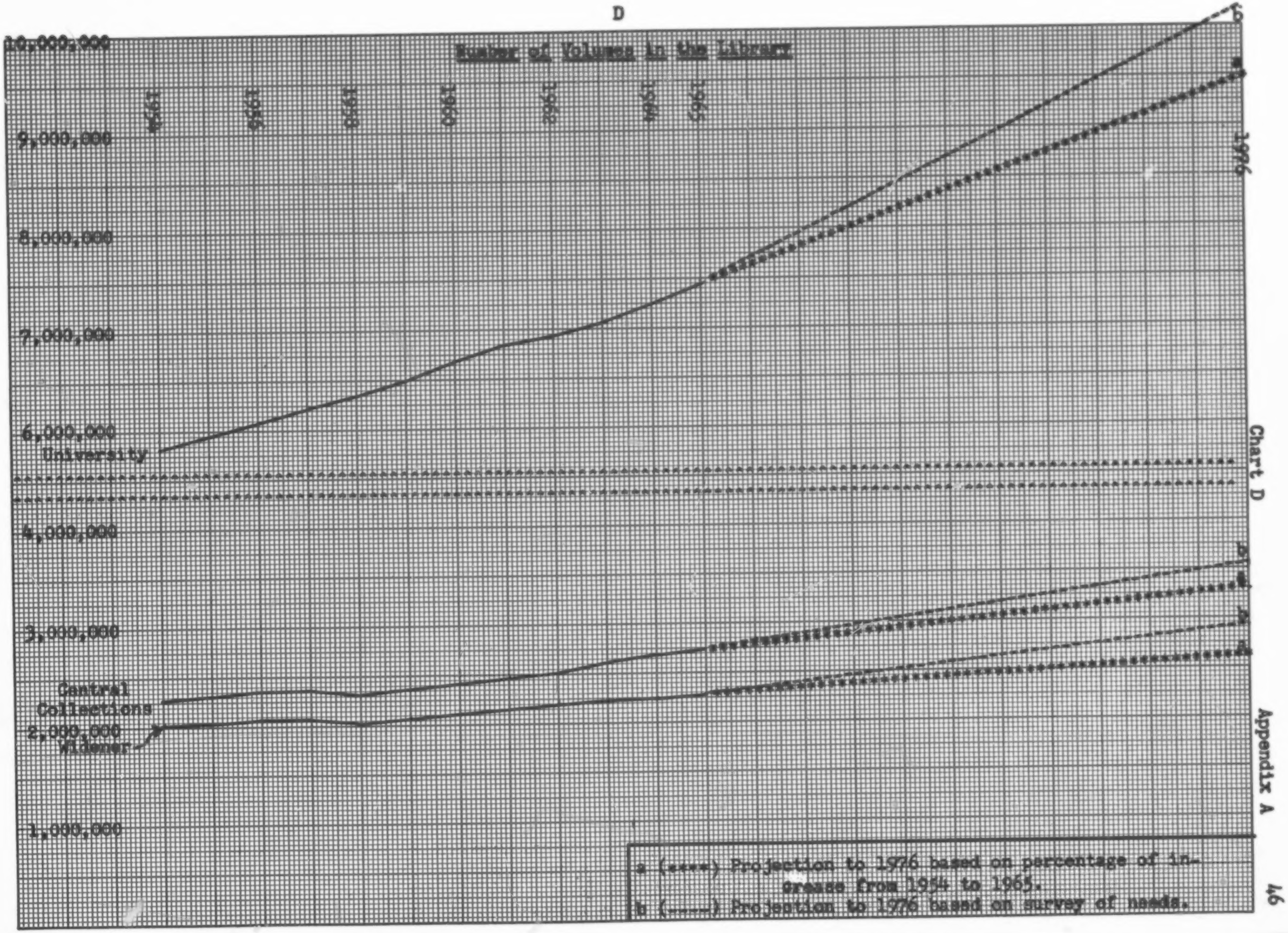

D
Number of Volumes in the Library
10,000,000
9,000,000
8,000,000
7,000,000
6,000,000
4,000,000
3,000,000
2,000,000
1,000,000
1954
1956
1958
1960
1962
1964
1965
1976
University
Central Collections
Widener
a
b
a (++++) Projection to 1976 based on percentage of increase from 1954 to 1965.
b (-----) Projection to 1976 based on survey of needs.

Table E

Undergraduates, Graduate Students, and Officers
(Harvard and Radcliffe)

	Under-graduates	Graduate Students	Officers	Profes-sors*
1953 (October)	5,394	5,944	2,961	649
1954 (")	5,442	6,204	3,164	659
1955 (")	5,462	6,233	3,217	696
1956 (")	5,468	6,424	3,496	719
1957 (")	5,554	6,631	3,793	685
1958 (")	5,586	7,013	4,206	754
1959 (")	5,707	7,331	4,485	764
1960 (")	5,748	7,512	4,824	800
1961 (")	5,860	7,704	5,173	825
1962 (")	5,900	7,811	5,270	876
1963 (")	5,869	8,002	5,544	922
1964 (")	5,961	8,362	5,907	942
1965 (")	6,093	8,733	6,269	996
Ten-year increase factor (1955 to 1965)	1.116	1.401	1.949	1.432
Projection to October 1975 based on increase factor 1955-1965	6,800	12,235	12,218	1,426

---

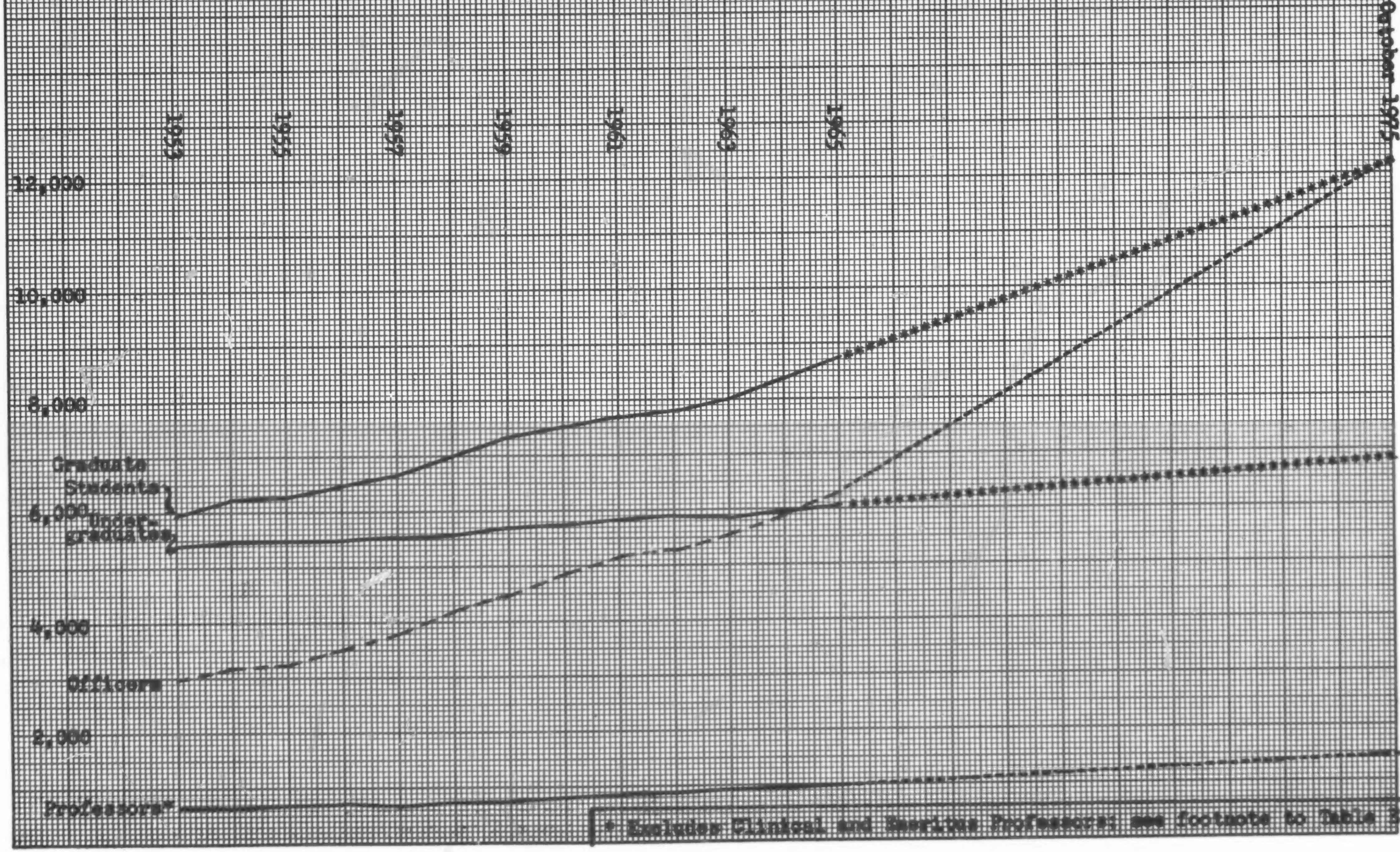
* University Professors, Professors, Associate Professors, Assistant Professors, Research Professors, and Assistant Research Professors; but not Clinical Professors, Associate and Assistant Clinical Professors, Clinical Associates, Professors Emeriti, or Visiting Professors and Associate Professors.

Chart E

E

Undergraduates, Graduate Students, and Officers
(Harvard and Radcliffe)

All projections to October 1975 assume the same percentages of increase from 1965 to 1975 as from 1955 to 1965.



* Excludes Clinical and Emeritus Professors; see footnote to Table 3.

Table F

Members of the Faculty of Arts and Sciences and Students in the Graduate School of Arts and Sciences

	Total Members of the Faculty	Number in Widener Fields*
1955 (October)	465	202[a]
1960 (")	520	249[a]
1965 (")	629	291[b]
Ten-year increase factor (1955 to 1965)	1.353	1.441
Projection to October 1975 based on increase factor from 1955 to 1965	851	419

	Total Number of Students (including Radcliffe)	Number in Widener Fields*
1953/54	1,751	1,024[a]
1963/64	2,469	1,500[b]
1964/65	2,617	1,521[b]
Eleven-year increase factor (1953/54 to 1964/65)	1.495	1.485
Projection to 1975/76 based on increase factor for 1953/54 to 1964/65	3,912	2,259
Projection to 1975/76 based on estimates by departments		2,388

---

* Fields for which Widener has the University's major research collection.

a Including Fine Arts, then based in Widener.

b Excluding Fine Arts, no longer based in Widener.

Chart F

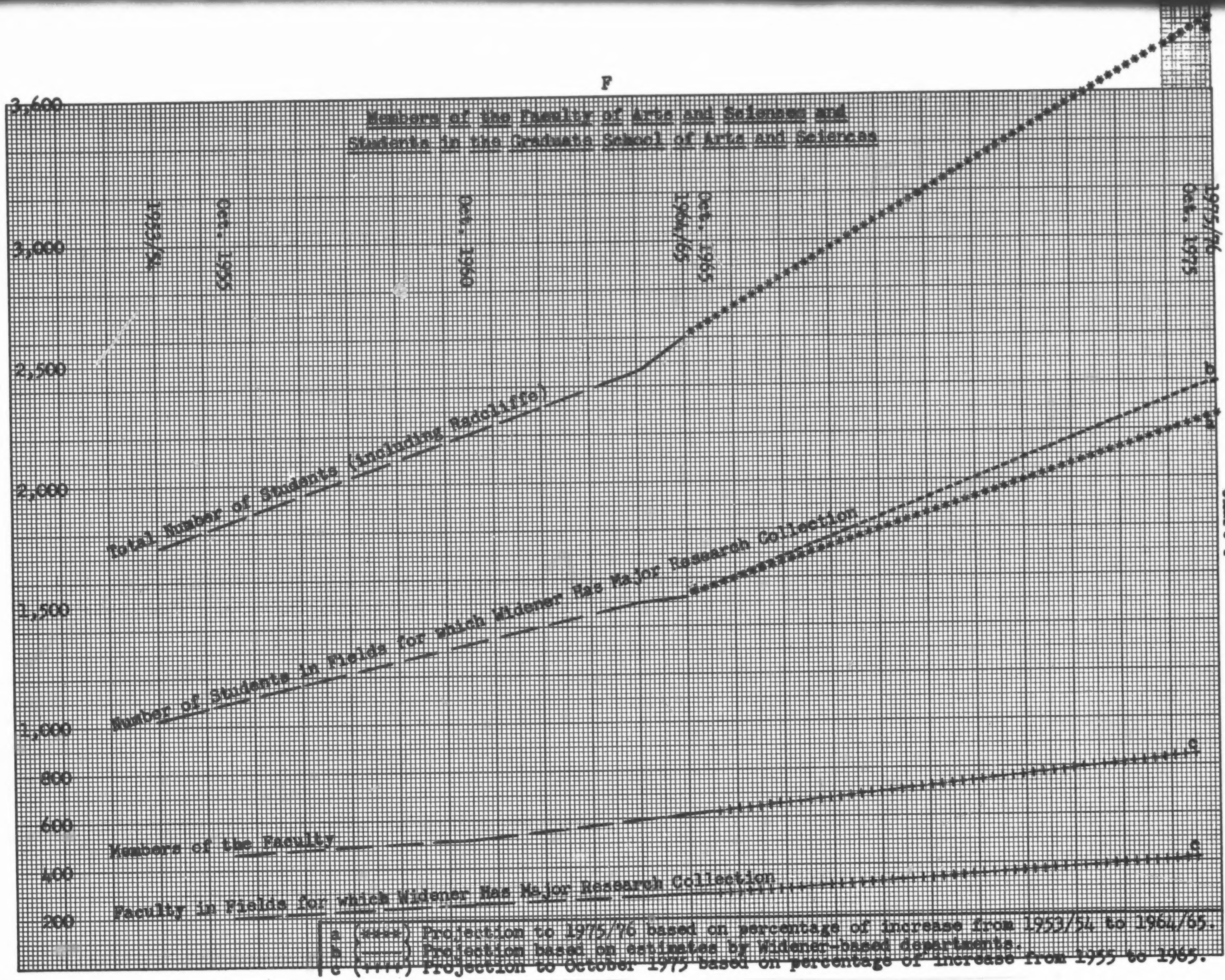

F
Members of the Faculty of Arts and Sciences and
Students in the Graduate School of Arts and Sciences
3,600
3,000
2,500
2,000
1,500
1,000
800
600
400
200
1953/54
Oct. 1955
Oct. 1960
Oct. 1965
1964/65
Oct. 1975
1975/76
Total Number of Students (including Radcliffe)
Number of Students in Fields for which Widener Has Major Research Collection
Members of the Faculty
Faculty in Fields for which Widener Has Major Research Collection
a
b
c
a (++++) Projection to 1975/76 based on percentage of increase from 1953/54 to 1964/65.
b (——) Projection based on estimates by Widener-based departments.
c (++++) Projection to October 1975 based on percentage of increase from 1955 to 1965.

Table G

Expenditures for Library Materials

	Widener and Fine Arts	Central Collections	Total University Library
1953/54	$113,000	$239,000	$422,000
1954/55		242,000	
1955/56		284,000	
1956/57		239,000	
1957/58	154,000	285,000	528,000
1958/59	190,000	319,000	638,000
1959/60	249,000	394,000	728,000
1960/61	237,000	381,000	756,000
1961/62	259,000	386,000	849,000
1962/63	299,000	485,000	969,000
1963/64	371,000	549,000	1,062,000
1964/65	365,000	628,000	1,210,000
Eleven-year increase factor	3.230	2.627	2.867
Projection to 1975/76 based on increase factor 1953/54 to 1964/65	$1,179,000	$1,650,000	$3,469,000
Projection to 1975/76 based on survey of needs*	$1,090,000	$1,697,000	$3,327,000

---

* Based on estimates of needs, subject by subject, for Widener and Fine Arts, separate estimates for each of 22 major research collections, 100% increase for Houghton, and 50% increase for other libraries (to cover inflation in book prices, not to increase acquisition rate).

Chart G

G

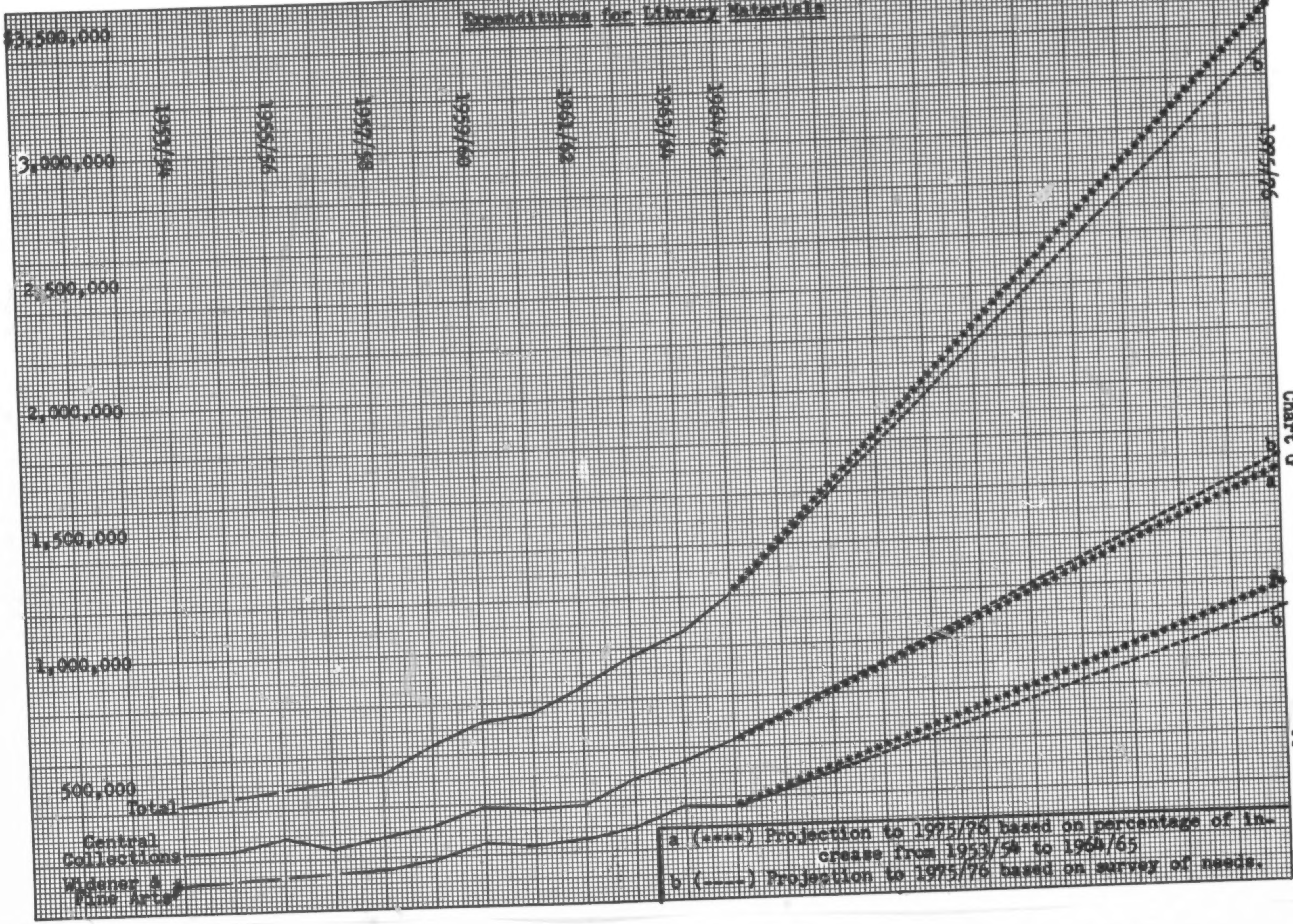

Expenditures for Library Materials
$3,500,000
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
1953/54
1955/56
1957/58
1959/60
1961/62
1963/64
1964/65
1975/76
Total
Central Collections
Widener & Fine Arts
a
b
a (****) Projection to 1975/76 based on percentage of increase from 1953/54 to 1964/65
b (——) Projection to 1975/76 based on survey of needs.

Table H

Employees of the Harvard University Library

(Student employees and others paid by the hour have been included below on a "full-time equivalent" basis——i.e., the total number of hours per year for which they were paid has been divided by 1,600 and the product of this computation has been included in the figures given here.)

	Professional Staff	Total Size of Staff
1953/54	138	363
1963/64	163	582
1964/65	190	602
Eleven-year increase factor (1953/54 to 1964/65)	1.377	1.658
Projection to 1975/76 based on increase factor for 1953/54 to 1964/65	262	998
Projection to 1975/76 based on estimate of needs	260	800*

---

* An estimate as low as this, in view of increased acquisitions and the growing number of students and professors to be served, can be made only because of substantial savings expected from cooperative projects and automation.

H

Employees of the Harvard University Library

(Full-time Equivalents)

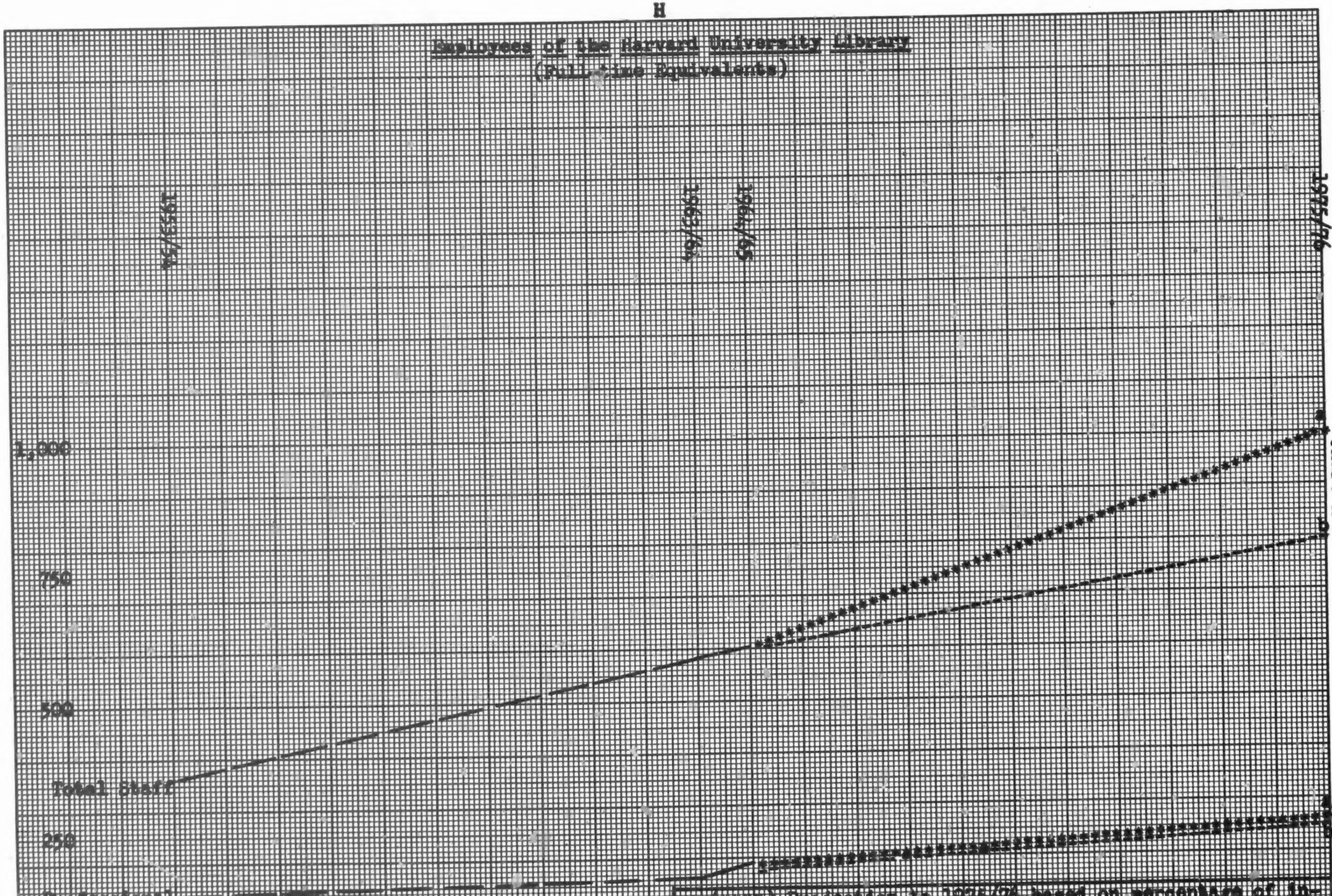


Table I

Expenditures for Salaries and Wages

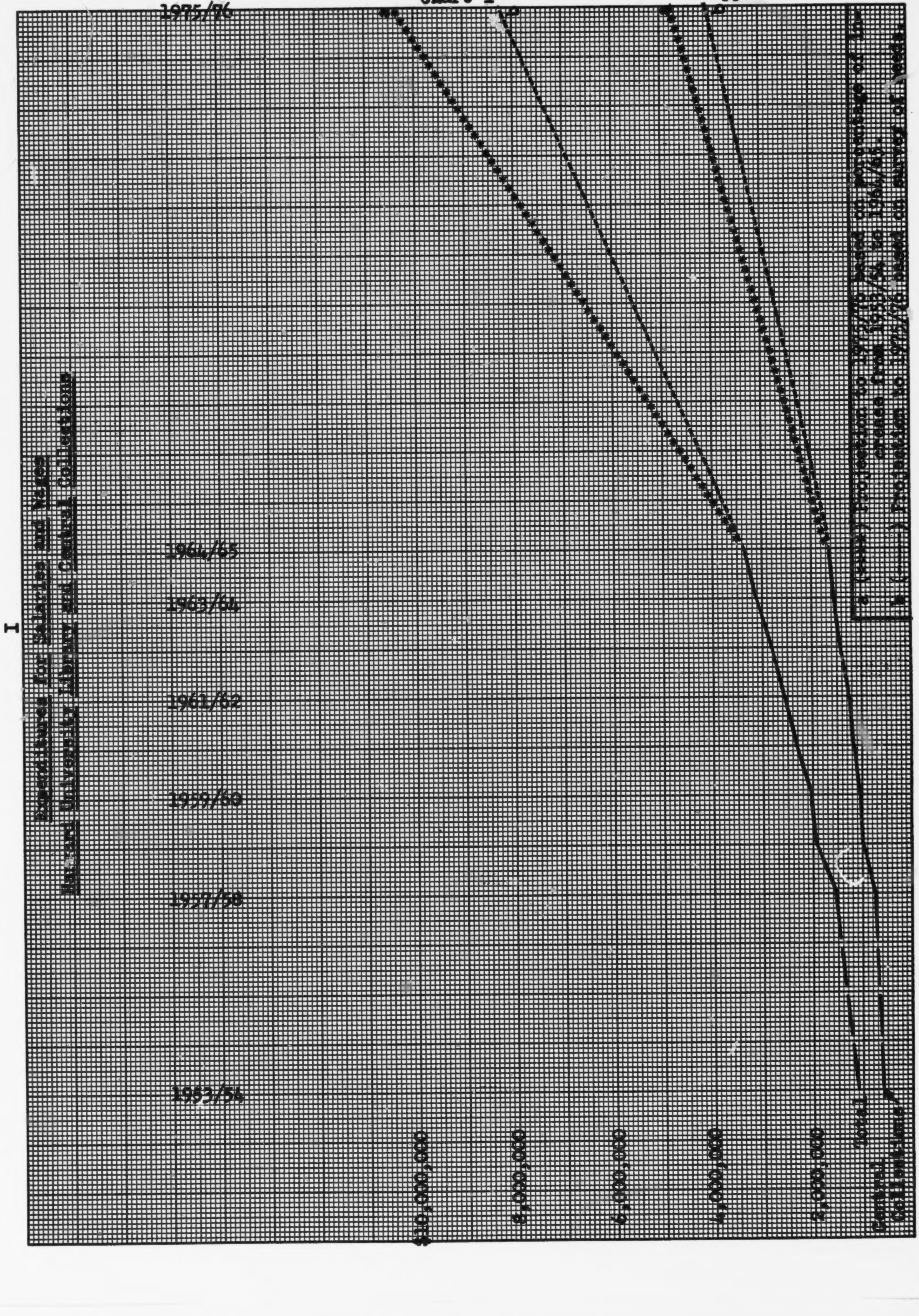
	Central Collections	All Other Units	Total University Library
1953/54	$565,000	$546,000	$1,111,000
1957/58	766,000	787,000	1,553,000
1958/59	962,000	982,000	1,944,000
1959/60	1,022,000	1,037,000	2,059,000
1960/61	1,174,000	1,191,000	2,365,000
1961/62	1,263,000	1,335,000	2,598,000
1962/63	1,439,000	1,411,000	2,850,000
1963/64	1,576,000	1,547,000	3,123,000
1964/65	1,643,000	1,740,000	3,383,000
Eleven-year increase factor	2.91	3.19	3.045
Projection to 1975/76 based on increase factor 1953/54 to 1964/65	$4,781,000	$5,550,000	$10,301,000[a] or $10,331,000[b]
Projection to 1975/76 based on survey of needs[c]...............	$4,100,000	$4,152,000	$8,252,000[c]

---

[a] Projection of total.

[b] Projections for central collections and all other units added.

[c] This is based on an estimate that the total staff will number 800 (see Table H) and that the average salary will increase during the next 11 years by the same percentage as during the past 11 years—
Average salary (all employees) 1953/54: $3,061
" " (" ") 1964/65: $5,619
Eleven-year increase factor: 1.836
Average salary for 1975/76 on this basis: $10,316.
While it may seem doubtful that salaries will continue their increase at this pace, it should be noted that the average in 1939 was only $1,319, so an increase of between 5½% and 6% per year appears to have continued for 26 years.



I

Expenditures for Salaries and Wages

Harvard University Library and Central Collections

a (****) Projection to 1975/76 based on percentage of increase from 1953/54 to 1964/65.

b (----) Projection to 1975/76 based on survey of needs.

Table J

Expenditures for Binding & Preservation, Building Operation & Maintenance, and Other Purposes

1. Binding and Preservation

	Central Collections	All Other Units	Total University Library
1953/54	$38,000	$50,000	$88,000
1954/55	52,000		
1955/56	54,000		
1956/57	42,000		
1957/58	63,000	71,000	134,000
1958/59	87,000	81,000	168,000
1959/60	84,000	91,000	175,000
1960/61	74,000	97,000	171,000
1961/62	75,000	100,000	175,000
1962/63	86,000	114,000	200,000
1963/64	111,000	107,000	218,000
1964/65	114,000	109,000	223,000
Eleven-year increase factor	3.0	2.18	2.534
Projection to 1975/76 based on increase factor 1953/54 to 1964/65	$342,000	$237,000	$565,000[a] or $579,000[b]
Projection to 1975/76 based on survey of needs[c]	$442,000	$337,000	$779,000

---

[a] Projection of total.

[b] Projections for central collections and all other units added.

[c] These projections include $100,000 for the central collections and $100,000 for other units to provide for a program for preservation of deteriorating paper.

Table J
(continued)

2. Building Operation and Maintenance

	Central Collections
1953/54	$228,000
1957/58	283,000
1958/59	335,000
1959/60	316,000
1960/61	304,000
1961/62	323,000
1962/63	352,000
1963/64	378,000
1964/65	402,000
Eleven-year increase factor	1.763
Projection to 1975/76 based on increase factor 1953/54 to 1964/65	$709,000
Projection to 1975/76 based on survey of needs	$1,200,000*

---

* This estimate assumes that space occupied by the central collections will have been increased by 250,000 sq. ft., and that Widener will have been air conditioned and hence will pay at approximately the Lamont rate as projected to 1975/76. (This rate has increased from $.683 in 1953/54 to $1.038 in 1964/65, so it has been projected at $1.58 for 1975/76.) A similar projection of the Houghton rate will bring it to $2.77 in 1975/76. If 656,000 sq. ft. pay $1.58, this will come to $1,036,000, and 59,000 sq. ft. of Houghton at $2.77 will cost $163,000; hence the total would be $1,199,000.

Table J

(concluded)

3. Expenditures for Other Purposes

	Central Collections	All Other Units	Total University Library
1953/54	$175,000	$72,000	$247,000
1964/65	320,000	190,000	510,000
Eleven-year increase factor	1.829	2.69	2.065
Projection to 1975/76 based on increase factor 1953/54 to 1964/65	$585,000	$513,000	$1,053,000[a] or $1,098,000[b]

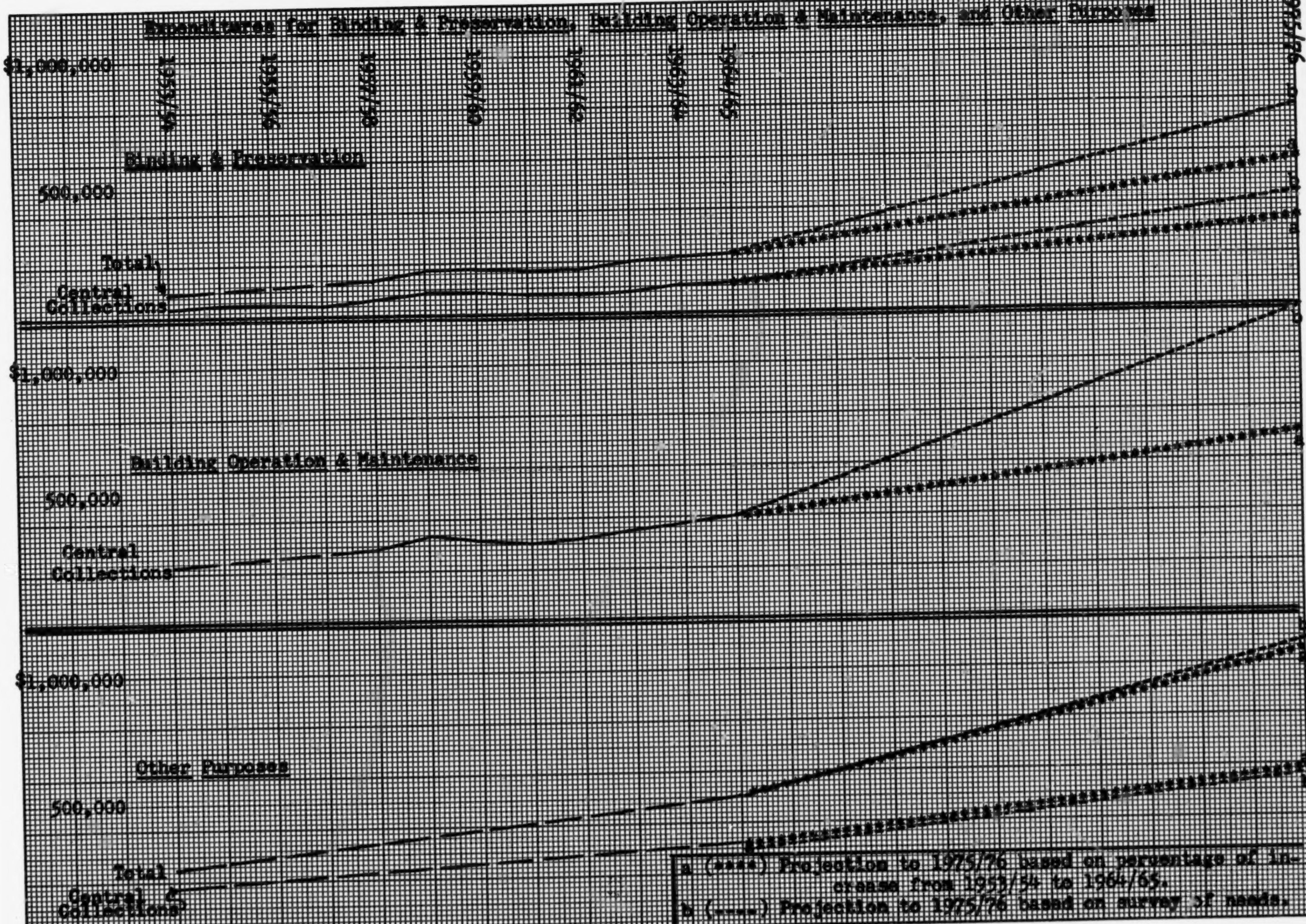
---

[a] Projection of total.

[b] Projections for central collections and all other units added.

Chart J

J


Expenditures for Binding & Preservation, Building Operation & Maintenance, and Other Purposes
$1,000,000
500,000
1953/54
1955/56
1957/58
1959/60
1961/62
1963/64
1964/65
1975/76
Binding & Preservation
Total
Central Collections
a
b
Building Operation & Maintenance
Other Purposes
a (****) Projection to 1975/76 based on percentage of increase from 1953/54 to 1964/65.
b (----) Projection to 1975/76 based on survey of needs.

APPENDIX B

Statements on Individual Units of the Library

Departmental and Divisional Libraries

Biology: Biological Laboratories Library
Chemistry: Chemistry Library
Engineering and Applied Physics: Gordon McKay Library
Geological Sciences: Geological Sciences Library
History of Science: History of Science Library
Music: Eda Kuhn Loeb Music Library
Physics: Physics Research Library and Jefferson Physics Library
Psychology: Psychology Library
Social Relations: Social Relations Library

Special, Office, and Research Libraries

Arnold Arboretum and Gray Herbarium Libraries
Center for International Affairs Library
Farlow Reference Library and Herbarium of Cryptogamic Botany
Phillips Library of the Harvard College Observatory
Harvard-Yenching Library
Museum of Comparative Zoology Library
Peabody Museum of Archaeology and Ethnology Library

Libraries of Faculties Other Than Arts and Sciences

Business Administration: Baker Library
Design: Graduate School of Design Library
Divinity: Andover-Harvard Theological Library
Education: Graduate School of Education Library
Law: Law School Library
Medicine: Countway Library of Medicine
Public Administration: Littauer Library
______ ______________: Industrial Relations Library

Departmental and Divisional Libraries: Biology

Biological Laboratories Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	882	106,120	$6,600	$ 6,582	$1,144	$14,503
1964/65	1,118	19,999	8,300	17,691	1,868	28,253

Scope and Resources. This is not a major research collection and has not built up extensive retrospective holdings, but it serves current research projects in its field and contains some publications that are not in any other Harvard library. Its Library Committee is at present at work on definition of acquisition policies; there has been consultation with the Museum of Comparative Zoology and Geological Sciences libraries to consider problems of overlapping, and similar discussions with Farlow, Gray, and Arnold are planned. The need for more systematic procedures in book selection is recognized. The reduction in size from 106,120 volumes in 1959/60 to the 19,999 now reported is more apparent than real; it results from rejection of a collection of reprints that had been included in the count. During the past year 1,000 volumes were weeded.

Maintenance. Losses of books and periodicals are a problem.

Cataloguing. Reclassification is in progress; since the book collection (as distinct from periodicals) numbers only about 5,000, this is not an enormous task and should be completed within one or two years, depending on the assistance made available.

Services. Extended hours have been suggested as one means of reducing the loss of materials.

Space. If the Library's scope is extended as a result of the current examination of its acquisition policies, the shelves may be full within two or three years. However, if undergraduate services are transferred to the Science Center as has been planned, shelf capacity can be expanded substantially. Infrequently used periodicals might also be stored. In the long run, two possibilities are suggested -- a new wing for the Biological Laboratories building, which would provide additional library space, or a Biological Center for Graduate Studies to house this collection as well as the libraries of the Museum of Comparative Zoology, Gray Herbarium, Arnold Arboretum, Farlow, and perhaps others.

Departmental and Divisional Libraries: Chemistry

Chemistry Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	481	38,882	$ 6,696	$ 7,654[a]	$ 990	$15,340[a]
1964/65	479	41,321	12,885	11,698[b]	1,403	25,986[b]

[a] Includes $270 on Widener budget. [b] Includes $271 on Widener budget.

Scope and Resources. This library's objective is to maintain a working collection, but it is Harvard's library for its field, which includes chemistry proper plus related materials on chemical physics, physics, biochemistry, and biophysics, but little applied chemistry. While the scope remains constant, expenditures for books and periodicals rise steadily and it is believed that a considerable expansion of Russian collections will soon be necessary. Some obsolete materials ought to be weeded, including textbooks.

Maintenance. It is estimated that $5,000 is needed for immediate rebinding needs. Though most users have access to the library by key at all hours, losses are low.

Cataloguing. Some modification and revision of classification is desirable, but can probably be done without additional staff.

Services. Assistance is given in locating materials not available in the library, but technical reference service does not appear to be needed. There is a self-service Xerox duplicating machine, but a machine with an operator is needed.

Automation. A computer-based registry of chemical compounds, which is now being studied by Chemical Abstracts under a grant from the National Science Foundation, may be the foundation of a national chemical information network. The library presumably may need to install a terminal and store computer tapes.

Personnel. It is anticipated that two more professional librarians will be needed within ten years.

Space. An addition that has just been constructed doubles the space available for both collections and readers. In addition, the Science Center is expected to take over the bulk of undergraduate services.

Support. Half the income is derived from endowment and there is an annual gift of $3,000 from the Association of Harvard Chemists. Federal support through overhead for research grants ought to be provided.

Departmental and Divisional Libraries: Engineering and Applied Physics

Gordon McKay Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Tota
1959/60	6,029	96,218	$20,269	$ 7,776	$1,860	$35,7
1964/65	8,147	97,230	34,901	19,180	2,174	81,3

Scope and Resources. This library has Harvard's collection in its field, but the field is one in which M.I.T. is much stronger than Harvard. In addition to the books and periodicals enumerated above, there are more than 56,000 Atomic Energy Commission technical reports on microfiche or microcard, and the Blue Hill Meteorological Collection (2,200 volumes) is administered by the librarian of McKay. More than half (49,459) of the 97,230 volumes are full-size miscellaneous technical reports. Reserved books, technical reports, and infrequently used books and journals (more than five years old) may be transferred to the Science Center; but a final decision has not yet been made by the Faculty

Maintenance. Keys are available to graduate students on request, but losses are few.

Cataloguing. It is hoped that a backlog of United States documents and Russian books can be eliminated during the coming year.

Services. Students must go to Cruft or Jefferson Physics for Xerox copying because the machine in Pierce Hall is so heavily used by Faculty members that it cannot be made available to others. Ther is a monthly acquisitions list of books and technical reports, an an annual bibliography of the writings of members of the Division Reprints of Faculty papers are distributed by the library, which pays for the reprints.

Space. There is overcrowding at present. An increase of 40% will be needed in ten years; however, if both technical reports and reserved books are transferred to the Science Center, present quarters should be adequate for the remainder.

Departmental and Divisional Libraries: Geological Sciences

Geological Sciences Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	187	36,270*	$2,172	$1,312	$474	$4,399
1964/65	229	41,816*	4,020	2,186	652	6,940

---

* Including many pamphlets.

Scope and Resources. There is a somewhat complicated history of collecting in this field. The Museum of Comparative Zoology was Harvard's only geological collection (except for materials in Widener) until 1930; several special collections were begun thereafter, but a "treaty" of 1946 assigned responsibility for much of the field to M.C.Z., with "hard" rock, mineralogy, and petrology going to the Mineralogy Library, which changed its name to Geological Sciences in 1960 and, in 1963, absorbed economic and mining geology. The Kirk Bryan Geomorphology Library may now be added and it is proposed that, during the next five years, M.C.Z.'s geological materials be transferred to Geological Sciences. Efforts are being made to round out the collection; it is also being weeded, as is the M.C.Z. collection. Policies are also being coordinated with those of other related libraries.

Maintenance. Substantially increased binding expenditures are anticipated. There has never been an inventory and there are no Library marks on the outsides of books; plans have been made to compile a shelflist and to place call numbers on the spines of the books.

Cataloguing. Books have been shelved alphabetically by author. An appropriation of $4,800 has been requested to pay for installing the Library of Congress classification and provide an author-title-subject catalogue.

Services. Present Xerox copying facilities are inadequate.

Mechanization. It is hoped that the shelf list can be put into machine-readable form within five years.

Personnel. At least one additional professional librarian is needed now.

Space. There is now space for 33,000 volumes; by 1976, if the M.C.Z. geological collections have been incorporated, it is estimated that holdings will number 81,000 volumes. Possible solutions include establishment of a combined Biology-M.C.Z.-Geology Library in a new building, transfer to the Science Center of infrequently used materials, and expansion of the Library within the present building. Space for readers as well as for books will be a problem.

Departmental and Divisional Libraries: History of Science

History of Science Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60		19,000		\$1,509*		
1964/65	2,311	22,562	\$2,915	1,569*	\$75	\$3,140

---

* Included in Widener statistics.

Scope and Resources. This is a working library rather than a major research collection, the largest and fastest growing departmental library located in the Widener building. Individual statements on other similar collections have not been included in this appendix, but it seems desirable to call attention to the History of Science Library because there are unresolved questions regarding library services in this field. If Widener is to continue to be the research base for History of Science, obviously this library ought to remain there, but further consideration may be given to the possibility of removing it to the Science Center.

Departmental and Divisional Libraries: Music

Eda Kuhn Loeb Music Library (and Isham Memorial Library of Early Instrumental Music)

	Net Increase	Size	Expenditures Salaries	Books	Binding	Total
1959/60 (Loeb)	1,934	39,011	$23,881	$ 8,185	$4,489	$38,598
(Isham)	8	920	2,531	1,604	0	4,268
1964/65 (Loeb)	2,583	56,215	44,235	20,881	6,783	75,732
(Isham)	1	927	7,471	1,773	25	9,417

Scope and Resources. The Isham collection consists almost entirely of microreproductions. Harvard's general research collection was transferred from Widener to Loeb in 1956. In the interests of the University Library as a whole, it would seem desirable for the Loeb Library to accept responsibility for folk music, ethno-musicology, popular music, and sound recordings that do not belong in either the Language Laboratory or the Poetry Room. Loeb envisages the acquisition of microfilm on a large scale.

Mechanization. There is great interest in the use of computers for thematic indexing as well as for cataloguing books and journal articles.

Personnel. Needs anticipated during the coming decade include a record specialist, an electronics maintenance and repair assistant, and bibliographers.

Space. Plans have been drawn for an addition that, it is hoped, will provide space for 40 years.

Departmental and Divisional Libraries: Physics

Physics Research Library and Jefferson Physics Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60 (Research)	409	6,844	$6,160	$3,320	$520	$10,000
(Jefferson)	189	2,937	5,808	1,347	109	7,264
1964/65 (Research)	521	8,500	6,000	4,873	814	11,687
(Jefferson)	445	4,729	4,695	4,257	126	9,078

Scope and Resources. Jefferson is an instructional library, and is expected to be absorbed completely into the Science Center. The Physics Research Library is Harvard's major collection in its field. No changes in its acquisition policies are anticipated.

Cataloguing. Reclassification to the Library of Congress system is about to be undertaken.

Services. Books do not circulate from the Research Library, and copying is on a self-service basis. An annual list of publications by members of the Department is issued, and the Library distributes copies of these papers.

Space. The Research Library is to move to larger quarters as soon as possible.

Departmental and Divisional Libraries: Psychology

Psychology Library

	Net Increase	Size	Expenditures: Salaries	Expenditures: Books	Expenditures: Binding	Expenditures: Total
1959/60	348	3,881	$4,388	$1,434	$533	$6,555
1964/65	20	4,341	5,423	1,414	558	7,645

Scope and Resources. The Library's field is general experimental psychology and related areas; Widener has a considerable collection in psychology and, as interdisciplinary research increases, the Department also depends more and more upon collections in the Medical School, Museum of Comparative Zoology, Biological Laboratories, and Gordon McKay. Some fields relatively new to the Department, notably developmental and mathematical psychology, must be built up; reference materials are also inadequate. Storage facilities may eventually be needed for infrequently used serials.

Services. It is hoped that transfer of undergraduate services to the Science Center will make it unnecessary to extend hours of opening. Additional funds are needed for Xeroxing, and microfilm and microfiche readers should also be provided.

Space. The Library moved to William James Hall last year and does not expect to need more space during the coming decade for books or staff, but may find that additional reading-room space is desirable.

Departmental and Divisional Libraries: Social Relations

Social Relations Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	258	5,577	$ 5,036	$2,338	$300	$7,674
1964/65	481	8,433	10,994	3,834	259	15,087

Scope and Resources. This is essentially a working collection for social anthropology, social psychology, clinical psychology, and sociology; it contains very few publications that are not also in Widener or other Harvard libraries. There is periodic weeding.

Maintenance. There is a $2,500 backlog of binding.

Cataloguing. The collection was reclassified last year; it would also be desirable, at a cost $2,000, to add subject entries to the catalogue.

Space. The Library moved to William James Hall last year and expects to need no additional space during the next decade.

Departmental and Divisional Libraries Other Than Those Described Above

There are now nineteen departmental and divisional libraries in addition to those that have been described on the foregoing pages.* Their total size is only 57,766 volumes, and increased by only 1,001 volumes during the past year. Total expenditures came to $35,665, of which $14,035 went for salaries and wages, $19,987 for books, and $999 for binding. Seven of them are housed in the Widener building. None are research collections in any sense.

---

* They are Air Science, Astronomical Laboratory, Astronomical Tutorial, Biochemical Sciences Tutorial, Classics Examination, Herbert Weir Smyth Classical, Palaeography, Child Memorial and English Tutorial, Committee on Experimental Geology and Geophysics, History Departmental, Linguistics, George David Birkhoff Mathematical, Military Science and Tactics, Ticknor Library of Modern Languages, Naval Science, Near Eastern Languages and Literatures, the Robbins Library of Philosophy, Sanskrit, and Statistics.

Special, Office, and Research Libraries

Arnold Arboretum and Gray Herbarium Libraries

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	970	119,103	$ 8,394	$2,444	$1,342	$12,581
1964/65	1,784	126,179	13,782	4,702	2,054	21,967

Scope and Resources. These libraries were both removed to the new Herbarium building in 1954, and may well be treated here as a unit, particularly since the recent decision of the courts seems to make it unnecessary to fear any longer that they may have to be divorced. Consolidation of their holdings should now make it possible to eliminate a good many duplicate volumes. Further attention may also be given to delimitation of fields to be covered by Arnold and Gray in order to avoid needless duplication of other Harvard libraries.

Services. Hours of opening should be extended, and Xerox copying services would be desirable on the premises. The small working collection maintained at Jamaica Plain has been handled by the receptionist; a regular half-time assistant in charge would be preferable.

Space. Rare books are on deposit in Houghton, and the Library would like to have its own treasure room. Elimination of duplicates may make it unnecessary to add to space for the collections, but space for readers may be needed by the end of the decade.

Special, Office, and Research Libraries

Center for International Affairs

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	455	953	$ 5,997	$1,733	$413	$ 8,243
1964/65	330	2,604	12,925	2,130	94	15,622

Scope and Resources. This is a relatively small working collection, but it plans to move to the new International and Regional Studies Building and there to build up a Development Research Library of some 7,000 to 10,000 volumes. Even so, it will expect to acquire only duplicate copies of publications held by major research collections of the University. There is some need for coordination of its efforts with those of other working collections for Science and Public Policy, Technology and Society, Population Studies, the Joint Center for Urban Studies, the Center for Studies in Education and Development, and the three area study centers. For the Development Research Library, an annual budget of $10,000 is currently in effect, made up of matching grants of $5,000 each from the Center for International Affairs and the University Library. Establishment of a Data Bank has been proposed.

Cataloguing. Widener will provide cataloguing.

Services. Extended hours of opening will be needed in the new building. The Library distributes publications of the Center.

Space. Space will be provided in the new International and Regional Studies Building.

Special, Office, and Research Libraries

Farlow Reference Library and Herbarium of Cryptogamic Botany

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	416	45,092	$3,800	$1,073	$494	$5,559
1964/65	1,489	49,179	6,361	1,601	364	8,386

Scope and Resources. The increase of expenditures for books and periodicals by 50% over the past five years is ascribed almost entirely to rising subscription rates. The Library tries to avoid duplication of the Museum of Comparative Zoology, Biological Laboratories, and other Harvard collections. Infrequently used publications are stored in the basement.

Cataloguing. Improvement of the catalogue would be desirable, and the consolidation of book and pamphlet collections should be considered.

Services. The collection is non-circulating, and a copying machine ought to be provided.

Space. Shelf space will be exhausted in approximately three years. Improved lighting, new equipment, and various physical alterations are needed.

Special, Office, and Research Libraries

Phillips Library of the Harvard College Observatory

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	281	10,655	$7,571	$2,400	$1,190	$11,757
1964/65	385	12,204	9,070	3,965	338	13,373

Scope and Resources. This library has assumed responsibility for maintaining facilities and collections to serve both current research and instructional needs in Astronomy. A few years ago some of the older and infrequently used materials were transferred to Widener for the use of historians of science, but there is now renewed interest in these at the Observatory and, if space becomes available in a new building, the Library Committee has indicated that it would seriously consider recommending that the Phillips Library take responsibility for the entire subject, including historical materials.

Cataloguing. Reclassification to the Library of Congress system began last year and should be completed soon.

Space. There is a proposal to combine the library of the Smithsonian Astrophysical Observatory and the Astronomical Tutorial Library with Phillips and move to a proposed new building. In the interim existing space must be fully exploited and additions to it would be desirable; a reading room and office for the librarian were added last year, but new space will be needed within five years.

Special, Office, and Research Libraries

Harvard-Yenching Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Tota
1959/60	12,926	352,134	$ 66,161	$33,380	$5,650	$107,
1964/65	9,122	407,424	143,842	49,134	7,125	207,

Scope and Resources. Harvard's great Far Eastern collection is larger than any of its other specialized libraries except Law, though expenditures are exceeded by those of Baker and Countway as well as Law. Widener does not contain books in Chinese or Japanese, so there is decentralization here on a linguistic as well as on a subject basis. Scientific and technical publications are not collected; Harvard-Yenching is concerned with all other fields to some extent, but its preeminence is in classical and historica materials. Now it must build up strength in contemporary publications to meet the demands of Harvard scholarship. This calls fo continuing increases in expenditures for books. Binding funds must also be increased, and there are serious poor-paper problems

Cataloguing. Different rules have been followed for Chinese, Japanese and Korean works, and no subject cataloguing has been done except for Korean; there is a classed catalogue for Chinese and Japanese but it has not been kept up to date. The Library participates in cooperative cataloguing sponsored by the Library of Congress, but this is not working well at present. Proposals for a book-form catalogue are being considered.

Services. A subject catalogue, plus the proposed book-form catalogue, would make possible a great improvement in reference service. Hours of opening have recently been increased from 58 to 73 per week. A Xerox machine is needed. Bibliographical publications (in addition to the proposed catalogue) would be desirable.

Mechanization. It is feared that there may be special difficulties in this field because computers are not designed to deal with Chinese characters.

Personnel. An immediate increase of the staff by 20% is recommended, with an additional 15% over the coming decade. Recruitment will not be easy.

Space. Even with utilization of sub-basement areas, space for the collections will be exhausted in less than five years. Space for readers and staff is already inadequate. Hence, even if the whol of the building at 2 Divinity Avenue can be taken over by the Library, a substantial annex of some kind will be needed by the middle of the coming decade.

Special, Office, and Research Libraries

Museum of Comparative Zoology Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	3,759	242,638	$23,303	$ 9,000	$9,217	$47,143
1964/65	-19,290*	238,102	29,920	23,475	7,665	69,575

---

*Net decrease resulting from weeding

Scope and Resources. This is the largest of Harvard's collections in the biological sciences, a field in which the University's resources are great but excessively decentralized. It is estimated that, in order to keep up with the growing output of publications, acquisitions should be increasing by 7% per year, but funds now available do not permit this. Proposals for transferring geological materials to the Geological Sciences Library have been mentioned in the summary for that library. Oceanography is a rapidly growing field in which responsibilities for collecting are badly in need of definition. The Biological Laboratories and Medical School overlap M.C.Z. collections in many areas; cards are being exchanged in order to minimize needless duplication. In contrast to sciences such as physics and chemistry where older publications are usually of little value for current research (except in the history of science), taxonomic study demands complete retrospective files of thousands of journals.

Maintenance. The binding backlog is estimated at $50,000, and some filming will be required to replace deteriorated paper.

Cataloguing. Reclassification of zoology is needed, and Cutter numbers should be assigned to books to facilitate shelving.

Services. Reference services have been minimal and, particularly since this is Harvard's largest collection in its field, this has hampered scholars in related areas and has created difficulties for other units of the University Library.

Personnel. Increases are essential.

Space. Both shelves and reading areas are overcrowded; even remodeling and constant shifting, it is believed, will postpone a crisis only five to seven years. A new building to house this and other biological libraries seems to be the best hope for solving this problem.

Special, Office, and Research Libraries

Peabody Museum of Archaeology and Ethnology Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	2,039	77,264	$21,398	$2,618	$280	$24,903
1964/65	2,081	88,273	37,233	2,586	774	42,216

Scope and Resources. This is an internationally outstanding collection in its field, but it is not now being adequately supported. Gifts and exchanges bring a great deal of material, but acquisition funds are insufficient. The inadequacy of these funds is underscored by the fact that $6,600 per year would be required to purchase the current books on anthropology that are issued in only four countries--the United States, Great Britain, France and Germany. Peabody covers Ethnology and Prehistoric Archaeology as well as Anthropology, but some closely related subjects are left to other Harvard libraries (and Egyptology is being generally neglected).

Maintenance. The physical condition of this collection is lamentable, and a massive program for preservation and binding is urgently needed.

Cataloguing. The Library has always indexed journal articles, and its published catalogue (issued by the G. K. Hall Co. during 1963) is a major bibliographical tool. It is hard to see how this indexing can be continued indefinitely. There is a major backlog of uncatalogued gifts.

Personnel. An assistant librarian, cataloguer, and circulation assistant should be added.

Space. The Library is intolerably overcrowded, but temporary relief may be provided by moving it to renovated space on the second floor; this is now under consideration.

Special, Office, and Research Libraries Other Than Those Described Above

There are now twenty-four special, office, and research libraries in addition to those that have been described in the foregoing pages. Eight of these are at a distance from Cambridge -- the Biblioteca Berenson in Italy, Dumbarton Oaks and the Center for Hellenic Studies in Washington, the Boyden Station of the Observatory in South Africa, the Atkins Garden and Research Laboratory in Cuba (if we refuse to recognize that it has been detached from Harvard), the Agassiz Station of the Observatory in Harvard, Massachusetts, and the Harvard Forest Libraries at Petersham and Cornwall. The Berenson and Dumbarton Oaks collections are much larger than the others; for the eight as a whole, holdings number 176,518 volumes, and expenditures last year came to $137,670, of which $80,251 was for salaries and wages, $44,078 for books, and $7,345 for binding.

The sixteen local collections are those of the Blue Hill Meteorological Observatory, Busch-Reisinger Museum of Germanic Culture, Cambridge Electron Accelerator, the Career Library of the Placement Office, the Library of the Center for Middle Eastern Studies and its Gibb Islamic Seminar Library, the East Asian Research Center, Harvard Economic Research Project, the Health Services' John Peabody Monks Library, the Milman Parry Collection of Oral Literature, the Nieman Collection of Contemporary Journalism, the Oakes Ames Library of Economic Botany, the Oakes Ames Orchid Library, the Personnel Office, the Rubel Asiatic Research Bureau, and the Russian Research Center. Holdings number 79,193 volumes; expenditures last year were $49,865, including $30,064 for salaries and wages, $17,977 for books, and $850 for binding.

Libraries of Faculties Other Than Arts and Sciences: Business Administration

Baker Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	9,907	363,955	$189,339	$30,769	$7,222	$244,658
1964/65	6,908	402,530	264,895	45,771	8,465	359,890

Scope and Resources. There has always been close coordination of selection with Widener, and acquisition policies have long been on record in writing; there is, however, a recurring difference of opinion on the extent to which Baker should collect foreign publications in its fields -- though Baker may acquire all the foreign material wanted by its own Faculty, it does not supplement Harvard's major collections in Economics, Law, and other related fields on the world-wide basis that is desired by some scholars. Collecting of manuscripts has been relatively neglected during recent years; it is predicted that an adequate program may double Baker's manuscript collections during the coming decade. Some 6,000 volumes have been weeded from the Library during each of the past three years; the volumes removed are chiefly those of which other Harvard libraries have copies.

Maintenance. Deteriorating paper is a problem, and air-conditioning would be highly desirable.

Cataloguing. The only backlog consists of 7,500 titles not yet reclassified.

Services. Baker traditionally has given considerably more reference assistance than other major Harvard libraries. Methods of dealing with non-book materials are now being studied.

Mechanization. Work on conversion of all active serial records into machine-readable form continues. It is not yet clear what the next project should be.

Personnel. Some increase in staff (ten to twenty percent during the decade) is projected; there is a need for librarians with better subject knowledge.

Space. The stack will be full within four years. Non-library functions might be removed from the building, but utilization of the space thus made available would be difficult and would entail costly alterations. There are also proposals for a new building for an Institute for the Study of Business History, including the manuscripts, corporation records, Kress, and other historical collections. The estimates call for 40,000 sq. ft., to provide for 300,000 volumes, 100 readers, seminar rooms, and a staff of seventeen. This, it is believed, would provide the Library with space sufficient for the next twenty-five years.

Libraries of Faculties Other Than Arts and Sciences: Design

Graduate School of Design Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	3,664	106,186	$39,968	$5,894	$ 921	$48,967
1964/65	3,404	126,741	54,242	7,482	1,302	67,914

Scope and Resources. Responsibility for the historical collection in architecture is being left to the Fine Arts Library. In addition to its traditional fields of urban design, city planning, architecture, and landscape architecture, Design must now build collections for advanced environmental studies and structures; in the latter field, needless duplication of the McKay Library should be avoided. Materials must be collected for a new Laboratory of Computer Graphics, and the Library is being called upon to collect and store tapes. A survey made during 1964 by a special committee of the University Library staff indicated that serious gaps in the collections have been developing as a result of inadequate funds.

Maintenance. Repair and preservation have been neglected because of insufficient funds, and the physical condition of the collection is deplorable.

Cataloguing. Reclassification to the Library of Congress system will require a year of full-time work by an additional cataloguer and clerical assistant. Possibilities of publishing the catalogue in book form (like Peabody's) were considered in the 1964 report, but it was found that revision would be essential in preparation for this.

Services. An accessions list would be desirable, and a copying machine large enough to reproduce drawings is needed.

Mechanization. URBANDOC, which hopes to establish a national system of documentation and retrieval in urban planning and renewal, is based at the City University of New York; if successful it will establish an automated system in which the Design Library obviously will need to participate. Census materials available on tape are among research materials with which the Library must now expect to deal.

Personnel. Recruitment of subject specialists was a major recommendation of the 1964 report.

Space. The report estimated space needs (for 25 years) at 35,000 sq. ft.; in view of prospective increases in enrollment and other developments of the past two years, this has now been revised to 40,700. The School as a whole, of course, is planning to move to new quarters outside the Yard.

Libraries of Faculties Other Than Arts and Sciences: Divinity

Andover-Harvard Theological Library

	Net Increase	Size	Expenditures Salaries	Books	Binding	Total
1959/60	6,398	221,665	$43,709	$25,054	$5,990	$ 80,154
1964/65	10,098	262,263	60,799	39,964	7,633	116,606

Scope and Resources. For the present, all planning for this library must take into account the unhappy possibility that essential portions of the collection belonging to the Andover Newton Theological School may be withdrawn from the library. The comments that follow assume that some satisfactory solution for this problem will be found. Acquisition of current books is at a satisfactory level, but funds are short for purchase of films, reprints, and periodicals. The American church history and theology collection, which is uneven except for early New England, will be strengthened to support the Warren chair in this field. There is close coordination of collecting with Widener and other Harvard libraries. Weeding must await a solution of the Andover question.

Maintenance. There is a large backlog of repair work, and filming for preservation is essential.

Cataloguing. There are some arrears, and three additional cataloguers are needed if these are to be handled and revision of the classification is to be completed.

Services. A full-time reference librarian is needed. A small publishing fund would also be desirable.

Personnel. During the coming decade it is estimated that eleven persons should be added to the staff. Salaries are now sub-standard.

Space. Renovation of the old stack area and addition of two more floors to the new wing are proposed, and funds for the purpose are being sought by the School. This is the second stage of a building program begun in 1961. Space is needed in particular for periodicals, for archives (including the Tillich Archive, which has recently been acquired), and for individual study desks. Air conditioning is essential as a means of slowing down the deterioration of books.

Libraries of Faculties Other Than Arts and Sciences: Education

Graduate School of Education Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	503	48,684	$15,338	$ 3,503	$ 695	$19,921
1964/65	4,668	60,804	58,817	16,068	1,194	82,248

Scope and Resources. The School attempted, in the past, to maintain only a current working collection; it depended on Widener for historical collections and specialized research materials. Now it envisages the development of a comprehensive library, and hopes to take over Widener collections in its field as well as the Textbook collection now housed in the New England Deposit Library. There will be difficulties in removal of the Education classes from Widener, as they contain a great deal on intellectual history that is closely related to other collections on history, government, sociology, philosophy, etc. Acquisition policies of the Education Library are now being defined. Since Widener has not collected intensively in most subdivisions of Education during recent years, there is a twenty-five-year backlog to make up. The collection in the history of American education is being strengthened with funds from the Warren Bequest.

Maintenance. Binding expenditures can be expected to increase rapidly.

Cataloguing. There are arrears already, and reclassification will have to be undertaken.

Services. Microfilm reading and copying machines will be needed, as well as audio-visual equipment.

Mechanization. A proposed Information Center on Individual Differences in Education is expected to evolve into a mechanized system participating in a national network of information storage and retrieval services for Education. The Research and Development Center is seeking funds from the U.S. Office of Education for this.

Personnel. The staff is expected to increase from its present 14 to approximately 22 during the coming decade.

Space. Present quarters occupy only about 3,000 sq. ft. Plans have been made for a library-research center of approximately 100,000 sq. ft.

Libraries of Faculties Other Than Arts and Sciences: Law

Law School Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	23,053	956,415	$236,793	$ 88,306	$25,300	$371,872
1964/65	18,562	1,062,261	362,651	100,000	28,000	527,726

Scope and Resources. This is an internationally outstanding collection that attempts to cover Law comprehensively. Acquisitions funds, it is estimated, should be some 25% larger than they are, and proposals for establishment of a manuscripts division involve an operation that would cost $25,000 per year, of which a substantial portion is coming from the Warren Bequest. Collection of personal archives has not been on a systematic basis up to now. Weeding accompanies the classification project, but relatively small quantities of material can be rejected.

Maintenance. Binding has been kept up well, but problems of paper deterioration are increasing; air-conditioning, of course, would help.

Cataloguing. The collection is now being classified, and works for which recataloguing is necessary are handled as they are reached in the classification project.

Services. Bibliographical publications are of major importance; they include Soviet Legal Bibliography (1965), Index to Multilateral Treaties (1965), Catalog of International Law and Relations (10 volumes issued thus far), Doing Business Abroad (1962, with a revision in preparation), and the Current Legal Bibliography (monthly, with annual cumulations).

Personnel. It is hoped that foundation or federal support can be obtained for a trainee program for foreign and American law librarians.

Space. Room will be needed for the new manuscript division; it is assumed that additional space for books and readers can be provided as a part of construction that will be required by the School for other purposes as well; a mezzanine in part of the Reading Room might also be feasible.

Libraries of Faculties Other Than Arts and Sciences:
Medicine

Countway Library of Medicine

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	4,263	335,440	$137,714	$28,927	8,605	$203,708
1964/65	60,513	419,303	289,936	93,649	13,464	450,131

Scope and Resources. Countway, since it is both the Boston Medical Library and the Library of Harvard's Medical School, School of Dental Medicine, and School of Public Health, must serve both the University and the medical community in general. Serial holdings must be strengthened and there are weaknesses in the collection of foreign monographs; a backlog that developed during years of inadequate support from 1933 to 1960 should be filled in. There is a rapidly growing demand for publications in fields other than medicine -- both the physical and the social and behavioral sciences -- and the extent to which Countway must collect will depend to a considerable extent on the service that can be provided by other Harvard libraries. Indeed, it is estimated that present collecting might be reduced by 25% if lending and copying services were fast enough. Relations with M.I.T. are also important.

Maintenance. There is a binding backlog of 40,000 volumes, and 10,000 to 20,000 rare books need boxing or restoration.

Cataloguing. There are extensive backlogs, including 60,000 rare books to be recatalogued.

Services. Copying grows rapidly in importance. Publications that have been proposed include a serial devoted to the history of medicine, a monographic series on medical bibliography, a series of facsimile reproductions, and a Newsletter.

Mechanization. The serial holdings record has been mechanized, and mechanization of cataloguing records has produced accessions lists of new monographs as well as catalogue cards. MEDLARS tapes are to be supplied by the National Medical Library, and members of the staff are being trained to provide assistance in their use.

Personnel. Specialists will be needed for Slavic and Oriental languages as well as in the sciences.

Space. No difficulties are anticipated during the coming decade.

Libraries of Faculties Other Than Arts and Sciences:
Public Administration

Littauer Library

	Net Increase	Size	Expenditures			
			Salaries	Books	Binding	Total
1959/60	8,152	253,880	$30,178	$ 7,000*	$4,217	$46,000*
1964/65	6,302	232,136	49,697	12,364	3,162	69,566

* Estimated.

Scope and Resources. Unlike other libraries of Harvard Faculties, Littauer, except in the relatively small field of public administration, is not a research collection with many books that are not to be found elsewhere in the University; in many ways its major function is to serve as a departmental library for students, particularly graduate students, in economics and government. Many of its American state documents are not to be found elsewhere at Harvard, but its collection does not attempt to be as comprehensive as that of the Massachusetts State Library. There is need for very close coordination of acquisitions with Widener, Baker Library, and the Law School. There is a backlog of binding, but an attack on this should be preceded by weeding to eliminate publications no longer needed.

Cataloguing. The lack of a classification system creates some difficulties because books without call numbers are hard to shelve and to find; however, it is believed that classification would not be worth the $150,000 it would cost.

Personnel. While the staff is not seriously inadequate in size, it is so small that an illness or an unexpected resignation is a serious matter; it would be desirable if there were a central pool on which a library of this kind could call in case of emergency.

Space. There is no anticipated problem in finding room for the collections if weeding is not neglected, but space for readers is inadequate. Better lighting and ventilation of the stack, which would make the stalls there habitable, seems to be the solution.

Libraries of Faculties Other Than Arts and Sciences:
Public Administration

Industrial Relations Library

	Net Increase	Size	Expenditures Salaries	Books	Binding	Total
1959/60	910	62,236	$8,277	$300	$640	$ 9,485
1964/65	1,665	105,974	9,477	710	670	11,243

Scope and Resources. This is a seminar collection (officially the library of the Collective Bargaining Seminar) that has grown to more than 100,000 volumes. Its collections have been built up largely by begging publications from unions, and it has always been starved financially, but it seems impossible to continue on this basis any longer. Many labor periodicals on microfilm, now available from the University of Wisconsin, should be acquired, and funds should be available for developing the exchange program.

Maintenance. There is a binding backlog, but many publications in this field must be preserved on film if they are to be preserved.

Services. Holdings of this library are often needed by other units of the University system, and there are difficulties in making them available because the staff is inadequate in size.

Space. There is no space for readers, who must use the Littauer Library next door.

It is interesting to note that Cornell's Industrial and Labor Relations Library had a staff of approximately 20 and spent $122,139 during 1964/65.